

USAID/Zambia

FY 2000 Results Review & Resource Request

March 3, 1998

**Note:**

Non-text files (e.g., spreadsheets, charts, maps, etc.)  
have been appended at the end of the document

**USAID/Zambia**  
**FY 2000 Results Review and Resources Request**

**Results Review**  
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## **USAID/Zambia**

### **FY 2000 Results Review and Resources Request**

*This document provides a final report card on the USAID/Zambia mission's old (1993-1997) strategy. By any objective criteria, performance has been spectacular. Zambia today is poised to regain its potential. The economic, social and political reforms begun in the early 1990's are starting to pay off. USAID made major contributions to that turnaround.*

#### **Part I. Broad Overview and Factors Affecting Program Performance**

##### ***Summary***

Zambia has immense economic potential. It has an abundance of valuable natural resources, a strategic location, a government committed to implementing badly needed reforms, and a hard-working people. Zambia is overcoming the disastrous legacy of the first twenty-seven years of independence, which saw the country decline from one of the richest in Africa to one of the poorest. By 1990, the country had hit rock bottom. In 1991, the people of Zambia repudiated the then-ruling party through peaceful elections. The new government immediately embarked on a far-ranging reform program, and Zambia began a dramatic transformation from a one-party state and state-dominated economy to a multi-party democracy and free-market economy.

Zambia today has one of the freest economies in Africa. In response to a highly successful parastatal privatization program, foreign investment is pouring in, and the once-moribund economy is growing and rapidly diversifying. Poverty monitoring indicates that both the amount and severity of poverty are declining.<sup>1</sup> The transition to a full and open democracy has been somewhat less smooth, though Zambia is undoubtedly a much freer country than it was under the previous government. A recent public opinion survey conducted by the Helen Suzman Foundation found that Zambians were the only people in six Southern African countries surveyed who believed that multi-party democracy was firmly established in their country.<sup>2</sup>

The social sector represents the greatest challenge. Social indicators reflect the devastation brought on by Zambia's economic collapse under the previous regime. HIV/AIDS prevalence is one of the highest in the world, and shadows every aspect of society. The public health and education systems are in shambles. Meeting these challenges is critical to achieving sustainable development.

USAID's assistance to Zambia is designed to consolidate and build upon the enormous gains from sweeping economic reforms, many of which USAID was instrumental in bringing about, while meeting the difficult challenges in democracy and governance, basic education, and

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<sup>1</sup> *The Evolution of Poverty in Zambia, 1991-1996*; Republic of Zambia Central Statistical Office; Lusaka, Zambia December 1997, PP. 22-23

<sup>2</sup> "Six Countries in Search of Democracy", **Focus Nine**, January 1998; The Helen Suzman Foundation

population and health. The intent is to make the benefits of the reforms carried out by the Government of Zambia (GRZ) more widely felt by ordinary Zambians. This Results Review and Resource Request is a transition document. The Results Review reports on the last year of the old Country Strategic Plan (1993-1997 CSP), while the Resource Request addresses the third year of the new CSP (1998-2002) approved during the January 1998 Program Week review in USAID/Washington.

### ***A. Background to Zambia's Current Development Context***

Zambia is a landlocked country on the central African plateau, bordering on eight other countries and containing 72 different ethnic groups. Zambia has a political history - almost unique in the region - of long-term stability and an absence of ethnic or factional violence. Zambia abounds in fertile agricultural land. While agriculture is rain-fed, rainfall in much of the country is generally reliable. There are large copper, cobalt and other mineral resources. Zambia possesses the means to be prosperous, but the country has suffered in the past from bad governance. Much of Zambia's development challenge lies in overcoming that legacy.

From independence in 1964 until October 1991, Zambia was governed by President Kenneth Kaunda and his United National Independence Party (UNIP) party. Their policies led the country to economic ruin. By the end of the 1980s state coffers were empty and the economy had collapsed, with devastating impacts on living standards and basic social services such as health and education. Adding to these negative trends was an HIV/AIDS epidemic. Today, one in five adult Zambians is infected.

In October 1991, Frederick Chiluba and his party, the Movement for Multi-party Democracy (MMD), rode a wave of popular dissatisfaction with UNIP and its policies to a landslide victory in Zambia's first multi-party national elections. The new government quickly embarked on an ambitious economic, social and political reform program. The economy was stabilized. The inflation rate, once nearing hyperinflation, is now nearing single digits, and the domestic budget is in surplus. Foreign exchange controls were abolished, and currency reserves have grown. Most parastatals have been sold. Price controls have been lifted. Government interference in agricultural markets has ended. Foreign investment is welcomed, and growing. Perhaps most important of all, the percentage of Zambians living in absolute poverty has declined significantly. In recognition of this performance, the International Monetary Fund granted Zambia an Enhanced Structural Adjustment Facility (ESAF), which enabled the Government to reschedule payments on its crushing debt burden. As of this writing, a follow-on ESAF is being negotiated.

Progress on the democracy and governance front has been more mixed. Respect for the rule of law and human rights, and freedom of expression, association, religion, other important freedoms, are considerably better than before. However, the 1996 adoption by the MMD-dominated Parliament of a Constitutional Amendment tailored to disqualify former President Kaunda from

contesting the 1996 Presidential election, UNIP's subsequent election boycott, and a controversial voter registration process raised concerns among donors about the depth of the current Government's commitment to democracy. The current state of emergency, imposed following a failed coup attempt in October 1997, and the related detention without trial of over 90 persons, including Kaunda, have raised further concerns.

Zambia's social indicators testify to the impact of years of misrule and economic decay: a poorly educated work force; widespread health problems, including HIV/AIDS, that limit productivity; and a high population growth rate. Social-sector reform is crucial to Zambia's future development. In response, the GRZ is undertaking reforms in the health and education sectors to improve service delivery and quality, and encourage community participation and ownership.

## **B. *USAID/Zambia's Development Assistance Program***

The United States has provided assistance to Zambia since the mid-1950s, but only began a significant bilateral program, focusing on agriculture and human resource development, in 1977. After 1991, USAID restructured its program to support the new MMD government's reform agenda, promoting to the maximum extent possible Zambian ownership of the reforms to ensure their sustainability. The Mission also seeks to maximize the benefits to ordinary Zambians, and to work as much as possible with non-governmental entities such as the private business sector, non-governmental organizations and community groups, thereby encouraging the development of civil society in Zambia. Under the Mission's just-completed 1993-1997 Country Strategic Plan (CSP), resources were programmed to achieve the following Strategic Objectives (SOs):

SO 1: Reduce the State's role in the provision of goods and services;

SO 2: Increase the productive participation of rural enterprises and communities in the national economy;

SO 3: Increased use of practices that improve child and reproductive health; and

SO 4: A more sustainable multi-party democracy built.

The Results Review portion of this document reports on results from the final year of the just-completed CSP. The Mission's program is implemented in partnership with a combination of government and non-governmental partners, at both the national and local level. In FY 1997, Zambia received \$18,155,000 in DFA resources, but no P.L. 480 or Economic Support Funding. USAID provided only project assistance. In making the transition to the new (1998-2002) CSP, USAID/Zambia has sought to consolidate gains, incorporate lessons learned, and exploit synergies between its activities to develop a new set of Strategic Objectives. These are:

SO 1: Increased rural incomes of selected groups;

SO 2: More equitable access to quality basic education, especially for girls;

SO 3: Increased use of integrated child and reproductive health and HIV/AIDS interventions; and

SO 4: Expanded opportunity for effective participation in democratic governance.

These new Objectives, their intermediate results, on-going and illustrative activities, and linkages to the U.S. Embassy's Mission Program Plan - will be discussed in greater detail in the Resource Request portion of this document.

## **Part II: Progress Toward Objectives**

### **Strategic Objective 1: *Reduce the State's Role in the Provision of Goods and Services***

Zambia, once a country with over 80% of its economy in state hands, has achieved international recognition for its privatization program. Strategic Objective (SO) 1: *Reduce the State's Role in the Provision of Goods and Services*, directly contributes to the U.S. Embassy's Mission Program Plan Goal II: *Continued Evolution of a Self-sustaining Free Market Economy*, by supporting the GRZ's efforts to liberalize the economy and encourage domestic and foreign private investment.

The World Bank regards Zambia as a model of how to effectively carry out the large-scale divestiture of State-Owned Enterprises. USAID has been in the forefront of assistance to Zambia's privatization program, and has been recognized by the GRZ as crucial to the program's success.

Privatization has raised revenue for the Government (over \$100 million to date), shifted several hundreds of millions of dollars in debt from government to the purchasers of the enterprises, generated considerable new investment, and cut government subsidies to SOEs from \$47.5 million in 1993 to less than \$2 million in 1997. Privatization has had major positive multiplier effects on the Zambian economy. Several newly privatized enterprises, including the former national cement, cotton and sugar companies, have been purchased by transnational corporations who have sought to produce in Zambia for export. The result has been new export income for Zambia. Outgrower schemes promoted by investors in privatized Zambian agribusiness have generated thousands of new jobs in rural areas. Non-traditional exports reached \$300 million in 1997, compared to less than \$30 million in 1991. In addition to technical assistance to the GRZ in the privatization effort, USAID's privatization support activities include an active outreach program to educate the public about privatization, as well as training and technical assistance to small and medium-sized enterprises (SMEs) and newly privatized companies in improving management and profitability. All funding provided for this SO has been project assistance. There were four major activities under this SO in 1997:

1) *the Privatization Support Project (PSP)*: Technical assistance to the Zambia Privatization Agency (ZPA) in the divestiture of SOEs by a team of privatization consultants (investment bankers, property consultants, marketing experts, business analysts and public relations consultants), including assistance in manpower development at the ZPA; as well as engaging key stakeholders in privatization (labor unions, manufacturers, farmers and traders) and educating the Zambian public on the process and benefits of privatization;

2) *the Regional Telecommunications Restructuring Project (RTRP)*: There are two activities under the RTRP: a) assistance to the ZPA in the privatization of ZAMTEL, the Zambia Telecommunications Company, and b) technical assistance to the Communications Authority (Zambia's first semi-autonomous regulatory authority) through the services of long- and short-term technical assistance;

3) *the Private Enterprise Support Project*, a grant to the International Executive Services Corps (IESC) to provide hands-on technical assistance to Zambian enterprises; and

4) *the Human Resources Development Activity (HRDA)* managed by the Zambian Association of Chambers of Commerce & Industry (ZACCI) and providing training in management skills.

#### **A. Performance Analysis:**

*Objective-Level Indicator:* As SO-1 is *Reduce the State's* (the GRZ's) *role in the provision of goods and services*, the SO's clearest and most readily measurable indicator is the same as the indicator for its Intermediate Result (IR) 1.1; e.g., *Number of SOEs sold*. Divestiture and sale of SOEs to private buyers is a concrete measure of the reduction of the State's role in the provision of goods and services. See the discussion under SO-1's IR 1.1.

#### *Intermediate Result 1.1: Divestiture of SOEs*

The first indicator under *Divestiture of SOEs* Intermediate Result is *Number of SOEs sold*. The results achieved in FY 1997 were excellent and far surpassed expected targets. It was planned that 40 companies/units would be privatized during 1997. Ninety-six were privatized, bringing the total of privatized/liquidated companies to 225 and exceeding USAID/Zambia's original target total of 50. The principal reason for the success was the effective use of USAID/Zambia's institutional contractor team, which worked in direct support of the Zambia Privatization Agency (ZPA). Achievements include:

#### **IR 1.1 Indicators:**

1. Number of SOEs sold
2. Percent of Privatized Assets Bought/  
Controlled by Zambians



a) the development of a multi-faceted training and technical assistance program, both formal and informal, that helped build up the capacity of the staff at ZPA to work as cohesive, multi-skilled groups;

b) The successful sale of the main components of Zambia Consolidated Copper Mines (ZCCM). ZCCM was the flagship institution in the previous government's parastatal empire; the largest SOE and earner of 90% of Zambia's foreign exchange.

Zambia's privatization program has continued on track. USAID's continued assistance through 1998 will help the ZPA finalize the privatization of ZCCM. Total new capital investment required to fully rehabilitate the long-neglected mines is conservatively estimated at over \$1 billion, and thousands of new jobs are expected to be created in Zambia in domestic support industries.

The privatization of state-owned game lodges and safari camps, which was postponed in 1996, resumed in 1997 and the USAID-funded ZPA property expert, in conjunction with his team, is involved in negotiations for 99-year leaseholds with a number of foreign and local consortia. Negotiations should be complete by March 1998 and Zambia can expect to begin generating foreign currency from tourism by the summer of 1999. Tourism is a rapidly growing industry in Zambia: 1997 revenues were over \$63 million, a 104% increase over 1996.

The second indicator used to measure the I.R. *Divestiture of SOEs is Percent of Privatized Assets Bought/Controlled by Zambians*. Sustainability of the privatization process is strengthened by the active participation of Zambians in investing in former SOEs. The original FY 1997 target was 40% of businesses sold to Zambian nationals; however, 66% were sold to Zambians during that period, exceeding the target. As of the end of 1997, 149 companies had been sold to Zambian nationals, against 76 bought by non-Zambians. The Zambian public continues to benefit from the Zambian Privatization Trust Fund release of shares of some of the major companies such as Zambia Sugar, Chilanga Cement and the breweries - all of which performed well in 1997 and have increased their exports by up to 35% (on average).

*Intermediate Result 1.2: Management of Privatized SOEs Improved through Business Training and Entrepreneurial Support.*

Performance of enterprises assisted by USAID funding was measured against a target of a 25% increase in profits, based on project reports for both HRDA and IESC in 1997. The expected profit increase in organizations assisted by these projects was met and in fact in many instances exceeded. A survey of 27 of the assisted companies revealed an average 1997 profit increase of 25-30% over the previous year, and an average increase in employment of 3 employees per organization.

**IR 1.2 Indicator:**

1. Difference between pre-assistance and post-assistance net profit margins for USAID-assisted SMEs

USAID's program continues to provide TA and training to selected entrepreneurs and newly privatized companies in both urban and rural areas. When surveyed, 90% of those receiving the training have stated that it has improved their businesses operations and profitability. IESC assisted more than 40 SMEs in 1997 through a USAID/Zambia grant under the Private Enterprise Support Project.

USAID's Human Resources Development Activity, managed since 1996 by the ZACCI, has concentrated its training activities in rural areas throughout the nine provinces of Zambia. The project has helped isolated rural populations diversify their incomes through viable enterprises. The Provincial Business Associations, started in 1996, now have a membership of over 2,000 SMEs, of which 50% are women-owned.

### **B. Expected Progress through FY 2000 and Management Actions:**

USAID continues to provide support to the Zambia Privatization Agency through the financing of three consultants through January 1999. The finalization of the mine sales, Zambia Telecommunications Company, hotels and tourist lodges, housing and financial institutions, are just a few of the areas where USAID's continued assistance will have a lasting impact. The Privatization Support Project will be completed by January 1999. There will be no further requests for funding under this project.

USAID's grant to IESC will continue through FY 1999, targeting companies in rural areas as a part of the 1998-2002 CSP's SO-1 *Increased Rural Incomes of Selected Groups*. This new SO utilizes synergies between private sector and rural development activities. The HRDA program will continue its small business training workshops in the nine provinces through FY 2000.

Urgent requests have been received from the private and public sectors in Zambia to assist in areas related to trade policy and implementation. USAID assistance will include technical assistance to the Southern Africa Development Community (SADC) and bilateral trade negotiations, ensuring that Zambia's trade policy and legal framework are in compliance with World Trade Organization requirements. It will also include holding private/public sector seminars on trade issues affecting rural businesses, and working together with RCSA and REDSO/ESA to integrate regional activities into our program. A new activity will be designed to improve the enabling environment for local and foreign rural investment through technical assistance and training for the Ministry of Commerce, Trade and Industry, as well as for private sector associations such as the Zambia Association of Manufacturers (ZAM) and ZACCI. This activity will lend support in trade policy related-areas, and will work with RCSA, REDSO/ESA and AFR/SD's Africa Trade and Investment Initiative to maximize coordination and outreach.

USAID is requesting PRIME funding in 1998 to start a rural microfinance activity. The Expression of Interest has been received by the G/EG/MD, and USAID trusts it will be successful with its funding proposal. The synergies between this proposed activity and the HRDA and IESC

assistance in rural areas (business skills training and TA are essential; however, without access to credit, businesses are unable to fulfill their potential), as well as with the rural emphasis of the new SO-1, are clear. USAID/Zambia will be requesting similar funding from this program for FYs 1999 and 2000.

The Private Enterprise Support Project grant to IESC will be extended through September 1999 and will continue to support newly privatized companies, targeting rural non-farm enterprises (RNFEs) with hands-on technical assistance.

The Human Resources Development Activity managed by ZACCI will be redesigned in 1998, as the centrally-funded core HRDA project will be completed by September 1998. USAID will continue to offer training to RNFEs, and will strengthen the Provincial Business Associations (PBAs) formed under HRDA to enable them to serve as a conduit between RNFEs and the large business associations in Lusaka. IESC will provide TA to selected members of the Associations.

### C. Evaluation of Results of SO-1

SO-1 significantly exceeded its indicator targets for FY 1997. Two of the three indicators exceeded their targets by well over 50%. The original cumulative (1995 through 1997) target of 50 for the *Divestiture of SOEs* indicator was exceeded by a spectacular 350%. No indicators fell short of target. One indicator (*Difference in pre-assistance and post-assistance profit margins of USAID-assisted SMEs*) met its target of a 25% increase.

<b>OBJECTIVE:</b> Reduce the State's Role in the Provision of Goods and Services			
<b>APPROVED:</b> 2/7/97 <b>COUNTRY/ORGANIZATION:</b> USAID/Zambia			
<b>RESULT NAME:</b> IR 1.1: Divestiture of State-Owned Enterprises (SOEs)			
<b>INDICATOR:</b> Number of Parastatal Companies (SOEs) Sold or Liquidated to Date			
<b>UNIT OF MEASURE:</b> Parastatal Companies (SOEs)	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
<b>SOURCE:</b> Zambia Privatization Agency/Project monitoring	1992	-----	0
<b>INDICATOR DESCRIPTION:</b> No.of companies privatized/liquidated	1995	37	45
<b>COMMENTS:</b>	1996	50	84
	1997	40	96
	1998	10	

<b>OBJECTIVE:</b> Reduce the State's Role in the Provision of Goods and Services <b>APPROVED:</b> 2/7/97 <b>COUNTRY/ORGANIZATION:</b> USAID/Zambia			
<b>RESULT NAME:</b> IR 1.1: Divestiture of SOEs			
<b>INDICATOR:</b> Percent of Privatized Assets Bought and/or Controlled by Zambians			
<b>UNIT OF MEASURE:</b> Percent of Total Privatized SMEs/Assets	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
<b>SOURCE:</b> Zambia Privatization Agency - Status Reports	1992(B)	-----	0%
<b>INDICATOR DESCRIPTION:</b>	1995	50%	73%
<b>COMMENTS:</b>	1996	50%	75%
	1997	40%	66%
	1998	40%	

<b>OBJECTIVE:</b> Reduce the State's Role in the Provision of Goods and Services <b>APPROVED:</b> 2/7/97 <b>COUNTRY/ORGANIZATION:</b> USAID/Zambia			
<b>RESULT NAME:</b> IR. 1.2: Management of SMEs and Privatized SOEs Improved through Business Training & Entrepreneurial Support			
<b>INDICATOR:</b> Difference between pre-assistance and post-assistance net profit margins for USAID assisted SMEs (% Increase or Decrease)			
<b>UNIT MEASURE:</b> Assisted SMEs' Net Profit(%)	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
<b>SOURCE:</b> Company Quarterly Reports.Detailed TA and training reports.	1997	25%	25%
<b>INDICATOR DESCRIPTION:</b>	1998	30%	

**Strategic Objective 2:** *Increase the Productive Participation of Rural Enterprises and Communities in the National Economy*

Prior to 1991, the GRZ promoted maize monoculture through production, marketing and distribution subsidies, as a way to increase rural incomes and achieve national food security. All Zambians eat maize and 95% of smallholders grow maize for sale. Maize contributes almost 50% of agricultural GDP and value-added, and enhancing its contribution to overall economic growth and food security are key if economic liberalization is to be sustained. Maize policies led to wasteful fertilizer application and maize cultivation in areas better suited for low-rainfall food crops.

Alleviating Zambia's endemic and widespread rural poverty requires improved production techniques, access to finance, and diversified income opportunities for small-scale producers and their families. The development of appropriate farm and rural non-farm enterprises (RNFEs) will lead to higher incomes, improved food security, and sustainable management of natural resources.

This resulted in increased drought vulnerability and the marginalization of women farmers. Most government revenue from maize sales went to subsidizing loss-making parastatals. By 1990 inefficient government maize sub-sector management had become fiscally unsustainable.

SO-2 directly supports the U.S. Embassy's Mission Program Plan Goal II *Continued Evolution of a Self-sustaining Free Market* and Goal VI *Contribute to Improvement in Quality of Life for all Zambians*.

The MMD Government has successfully completed agricultural sector reform, with crucial support from USAID's *Zambian Agricultural Training, Planning and Institutional Development (ZATPID)*, *Zambian Agribusiness Management Support (ZAMS)*, and *Agricultural Sector Liberalization (ASLP)* projects under the Mission's second Strategic Objective. Buying and selling of fertilizer and seed have been almost completely privatized. Prices are no longer controlled and exports of maize are permitted. Benefits from liberalization have been realized almost immediately, and are widely shared. Approximately 75,000 tons of maize were exported in 1997, contributing over \$16.5 million to Zambia's balance of payments. Farmers now receive 48% of the consumer price, compared to 25% before liberalization. Zambia's 550,000 smallholders earned \$23 million (in constant dollars) more for their maize in 1997, or \$41 per farmer, than they would have if 1990 marketing and subsidy structures had been in place (a considerable sum in a country with a per capita GDP of less than \$400 per year). Had the 1990 subsidy structure been maintained, the GRZ would have had to spend an additional \$140 million in 1997. Utilization of fertilizer - which must be imported - dropped from an annual average of 220,000 tons (1980-1992) to no more than 150,000 tons in 1997. January 1998 maize wholesale prices were 18% lower in real terms than a year earlier, due to more efficient markets.

Liberalization has not been without costs. Many rural producers and businesses are having difficulty adjusting to a free market. Low productivity, inefficient markets and scarcity of affordable credit increase agricultural costs. Rural households headed by women - the poorest segment of the rural population - have had the greatest difficulty. With the sector liberalization completed, the Mission moved in 1996 from a policy-reform emphasis to one of helping small farmers and rural businesses prosper within the new system. There were four activities under this SO in 1997:

- 1) *Cooperative Agreement with CARE* to increase the returns to small-scale agriculture in drought-prone regions by improving production techniques, diversifying cropping, formation of business-oriented rural community associations and expanded access to affordable rural finance;
- 2) *Cooperative Agreement with the Cooperative League of the United States of America (CLUSA)* expanding access to rural finance for farmer-managed non-farm enterprises and linking small-scale producers and processors through outgrower schemes and contracts;
- 3) *Grant to Africare* to diversify rural households' income sources through small-scale rural agroprocessing enterprises; and
- 4). *The Administrative Design for Management (ADMAGE)* Project Grant Agreement with the GRZ Ministry of Tourism to promote community-based natural resource management in Game Management Areas surrounding Zambia's national parks. Revenues accrue to the community.

## **A. Performance Analysis**

*Objective-Level Indicator: Sustained government commitment to liberalization policies that increase opportunities for productive economic participation*

Increased farm revenues and exports, and reduced fertilizer imports, marketing margins and consumer food prices, demonstrate the Zambian rural economy's increasing productivity and international competitiveness. SO-2 activities empower rural families to respond to market opportunities unavailable in the days of government control. Improved maize sub-sector performance contributes to government agricultural sector liberalization.

*Intermediate Result 2.1: Efficient Product Marketing Systems Exist:*

SO-2 exceeded its target for this indicator in 1997, due to the growing international competitiveness of Zambian agriculture and agribusiness. In 1997 agriculture and natural resource-based exports increased 43% to \$213.3 million, or 70.5% of Zambia's \$302.5 million in non-traditional exports.

### **IR 2.1 Indicator:**

1. Agricultural Exports as a Percentage of Total Non-Traditional Exports

From 1996 to 1997, floriculture and horticulture exports increased 50% from \$20 million to \$30 million. Primary agricultural exports such as cotton lint and seed, groundnut, maize, soybean, sugar bean and vegetable seeds more than doubled from \$44.5 million in 1996 to \$93.8 million in 1997. Textile exports, using cotton grown by 160,000 small holders in outgrowing schemes, increased 24% over 1996 exports.

*Intermediate Result 2.2: Productive Economic Participation Increases Rural Investment*

Total rural investment in USAID project areas (financial and input credit and retained earnings) was \$207,922 in 1997, more than 3 times the 1996 total of \$68,000. In 1997, 93 CLUSA rural group businesses (RGBs) undertook input and output marketing, small scale agroprocessing, and farm implement supply and service valued at \$185,820. These RGBs received 36 loans totalling \$28,775 from commercial banks and inputs for retailing worth \$83,582 under supplier credit schemes. In addition, RGB-retained earnings invested in non-farm enterprises totalled \$48,770. Given high commercial interest rates, retained earnings are a more profitable source of rural finance. For example, RGB member/farmers purchased production inputs (seed, fertilizer, chemicals) worth \$87,000 with retained earnings, thereby avoiding high interest charges.

**IR 2.2 Indicators:**

1. Credit for Rural Enterprises
2. Credit for Female-headed Rural Enterprises

In drought-prone areas two CARE-supported Village Management Committees (VMCs) received loans of \$540 for vegetable seed, chemicals and irrigation pipes. Fifteen of the 38 VMC members were able to save \$20 each. VMCs also loaned \$46,255 worth of sorghum, millet, maize, cowpea, groundnut and green gram seed to 4,562 farmers, generating revenue for their own upkeep.

Total rural finance for women in USAID project areas in 1997 was \$76,492. Total CARE and VMC seed loan value was \$23,321, or \$13.42 per female farmer. Through use of 4 kgs. of peanut seed a woman will earn a profit of \$31. With sorghum, estimated profits are \$11 (more if beer is produced) with 2 kgs. of seed. Thirty-three percent of the CLUSA rural group business members are women (618 women). As group members women received \$9,495 in commercial money loans and \$27,582 worth of input loans for retailing; a per capita loan rate of \$60. They also invested \$16,095 in retained earnings, or \$26 per woman. CLUSA's approach facilitates credit to groups based on development and application of democratic decision-making and business management structures.

Under ADMADE, communities in 34 protected areas earned an average of \$50,000 by managing wildlife resources. The communities invested their 40% share of these revenues in schools, clinics, water points, small grain mills, village scout housing and conservation education. Six communities bought vehicles for use in community development and resource management.

*Intermediate Result 2.3: Diversified and Productive Farm Enterprise Management Practices*

The target for the female-led cropping diversification indicator was exceeded; however, bad weather caused the overall cropping diversity indicator to fall short of target. This indicator stayed at 50%. Hectareage under most crops fell due to heavy rains and poor germination. Nonetheless, significant increases in groundnut (38%) sorghum (3.1%) and millet (20%) hectareage show that women are taking advantage of emerging market opportunities and improved varieties of traditional crops.

**IR 2.3 Indicators:**

1. Increased Cropping Diversity
2. Increased Female-Led Cropping Diversity

Crop and income diversification activities have shown impressive results. As a result of USAID-supported CLUSA, CARE and Africare activities, more than 42,000 farmers have been exposed to extension messages that offer improved crop varieties, cultivation practices, natural resource management practices and market opportunities. Hectareage under low-rainfall crops (sorghum, maize, cowpea, pearl millet, green gram, sweet potato and groundnut) in the CARE project area increased from 2,500 hectares in 1996 to 3,760 hectares in 1997. Farmers receiving services from the Africare Oilseed Project earned an average \$1,333 from sunflower cooking oil and seeds sales in 1997, three times Zambia's per capital income. 2,009 "Yenga" sunflower presses are now in operation providing employment to 2,000 rural households and improved sunflower marketing opportunities to 20,000 growers. These are the type of concrete results USAID's investments are achieving.

CARE Village Management Committee members saved \$20 each into the rural savings scheme through group marketing and using "treadle pumps" to irrigate family gardens. Twenty VMC members also sold \$400 worth of paprika destined for processing and export. Rural families in over 200 VMCs and 93 Rural Group Businesses are producing new, higher value crops such as paprika, castor, potato, vegetables, cotton, soybean, cassava and herbs, many under formal or informal contracts with medium and large scale agribusinesses.

**B. Expected Progress Through FY 2000 and Management Actions**

Current SO-2 activities will continue under a new Strategic Objective 1: "*Increased Rural Incomes for Selected Groups*" beginning in 1998 under the new SO's Results Framework. CARE will confine its work to communities in drought-prone areas where increasing market participation and incomes is more difficult due to weather and restricted market access. The project will focus on VMC marketing of peanuts, sorghum and cowpeas in collaboration with agribusinesses to expand domestic and export markets. The planned construction of a brewery



for opaque beer will increase demand for red sorghum. White sorghum is consumed as porridge and used in traditional beverage brewing, an important source of income for women.

CLUSA RGB activity expansion will entail alliances with agro-processors interested in smallholder cotton, maize, soybeans, sorghum, cowpeas and high-value crops such as paprika. Establishing formal contract relations with agribusinesses prior to the initiation of rural group businesses, will make group member training easier, facilitate access to credit and markets, and ensure quicker impact. The Mission will create an agribusiness development activity to increase buying competition for farm output marketed by VMCs, RGBs, or other small-holder associations. The new SO-1 will establish a cooperative agreement with an international NGO to promote agroforestry where soils are depleted and farmers cannot afford chemical fertilizer. This NGO will work with CLUSA in training rural groups to market output at a higher price.

Regional Natural Resource Management Project support to ADMADE will continue. In early 1998 the Mission added an additional Famine Early Warning System position to the SO team in response to El Nino. This position will remain over the next two years.

### **C. Evaluation of Results of SO-2**

SO-2 exceeded its targets in three out of five indicators: *Agricultural exports as a percent of total non-traditional exports indicator*, *Credit for female-headed rural enterprise* and *Female-led cropping diversification*. The *Credit for rural enterprise* indicator fell short of planned targets while on the ground results, as described above, were impressive. Bad weather was mostly responsible for a lower-than-planned *Increased cropping diversity* indicator. Nonetheless, significant increases in groundnut, sorghum and millet hectareage show that women are taking advantage of emerging market opportunities and improved varieties of traditional crops.

<b>OBJECTIVE:</b> S.O. #2 Increase the Productive Participation of Rural Enterprises and Communities in the National Economy <b>APPROVED:</b> 2/6/97 <b>COUNTRY/ORGANIZATION:</b> USAID/Zambia			
<b>RESULT NAME:</b> IR 2.1: Efficient Product Marketing Systems Exist			
<b>INDICATOR:</b> Agricultural Exports as a Percent of Total Non-Traditional Exports			
<b>UNIT OF MEASURE:</b> Agricultural exports as a Percentage of total Non Traditional Exports <b>SOURCE:</b> Bank of Zambia <b>INDICATOR DESCRIPTION:</b> <b>COMMENTS:</b> CSO Figures on proportion of agriculture in NTEs not available for 1997. This figure reflects Bank of Zambia reporting, industry reporting, and Export Board of Zambia figures.	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
	1993(B)	44%	44%
	1996	55%	65%
	1997	60%	70.5%
	1998	65%	
	1999	75%	

<b>OBJECTIVE:</b> S.O. #2 Increase the Productive Participation of Rural Enterprises and Communities in the National Economy <b>APPROVED:</b> 2/6/97 <b>COUNTRY/ORGANIZATION:</b> USAID/Zambia			
<b>RESULT NAME:</b> IR 2.2: Productive Economic Participation Increases Rural Investment			
<b>INDICATOR:</b> Credit for Rural Enterprise			
<b>UNIT OF MEASURE:</b> Percentage of Total Commercial Bank Lending in Mumbwa and Mazabuka <b>SOURCE:</b> Project Monitoring and Commercial banks in the two Districts <b>INDICATOR DESCRIPTION:</b> <b>COMMENTS:</b> \$207,922 input credit has been provided by fertilizer and seed suppliers in 1997 compared to \$68,000 in 1996.	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
	1995(B)	0%	0%
	1996	<5%	1.3%
	1997	10%	4%
	1998	25%	
	1999	37%	

<b>OBJECTIVE:</b> S.O. #2 Increase the Productive Participation of Rural Enterprises and Communities in the National Economy <b>APPROVED:</b> 2/6/97 <b>COUNTRY/ORGANIZATION:</b> USAID/Zambia			
<b>RESULT NAME:</b> IR 2.2: Productive Economic Participation Increases Rural Investment			
<b>INDICATOR:</b> Credit for Female-Headed Rural Enterprise (Percentage of Commercial bank Lending in Mumbwa and Mazabuka)			
<b>UNIT OF MEASURE:</b> Percentage of Total Commercial Bank Lending <hr/> <b>SOURCE:</b> Project Monitoring and Commercial banks in the two districts. <hr/> <b>INDICATOR DESCRIPTION:</b> <hr/> <b>COMMENTS:</b> Sources of credit for rural groups include loans, input marketing credit, and retained earnings.	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
	1995(B)	0%	0%
	1996	<2%	1.3%
	1997	5%	18%
	1998	10%	
	1999	17%	

<b>OBJECTIVE:</b> S.O. #2: Increase the Productive Participation of Rural Enterprises and Communities in the National Economy <b>APPROVED:</b> 2/6/97 <b>COUNTRY/ORGANIZATION:</b> USAID/Zambia			
<b>RESULT NAME:</b> IR 2.3: Diversified and Productive Farm Enterprise Management Practices			
<b>INDICATOR:</b> Increased Cropping Diversity			
<b>UNIT OF MEASURE:</b> Total non-maize acreage divided by total maize acreage <hr/> <b>SOURCE:</b> Ministry of Agriculture Final Crop Forecasts <hr/> <b>INDICATOR DESCRIPTION:</b> Sorghum, millet, sunflower, groundnut, soybeans, mixed beans and paddy rice hectarage/maize hectarage <hr/> <b>COMMENTS:</b> This indicator does not capture significant cassava, sweet potato, cotton and horticultural plantings currently being observed. Maize acreage decreased by 7%.	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
	1995(B)	63	63%
	1996	65%	50%
	1997	67%	50%
	1998	70%	
	1999	72%	

<b>OBJECTIVE:</b> S.O. #2 Increase the Productive Participation of Rural Enterprises and Communities in the National Economy <b>APPROVED:</b> 2/6/97 <b>COUNTRY/ORGANIZATION:</b> USAID/Zambia			
<b>RESULT NAME:</b> IR 2.3: Diversified and Productive Farm Enterprise Management Practices			
<b>INDICATOR:</b> Increased Female-led Cropping Diversity			
<b>UNIT OF MEASURE:</b> hectares	YEAR	<b>PLANNED</b>	<b>ACTUAL</b>
<b>SOURCE:</b> Project Monitoring: CARE Livingstone Food Security Project	1995B	63%	63%
	1996	65%	70%
<b>INDICATOR DESCRIPTION:</b> Female planted sorghum, millet, sunflower, groundnut, mixed beans hectarage / non-maize hectarage	1997	67%	80%
	1998	70%	
<b>COMMENTS:</b> In 1997 female led crops (groundnut, sorghum, millet and beans) increased by 38%, 3% and 20% respectively.	1999	72%	

**Strategic Objective 3:** *Increased Use of Integrated Child and Reproductive Health and HIV/AIDS Interventions.*

The Government of Zambia's ambitious program of health-sector reform is paying off in providing better services to more people, closer to their homes. These reforms, including new, cost-effective and wholly integrated health care delivery systems, are unparalleled in Africa. The GRZ's commitment demonstrates the strong, self-directed African leadership that USAID encourages.

USAID provides key support to Zambia's internationally recognized health sector reforms - an innovative program of decentralized and integrated service delivery systems embodying the principles of quality, accountability and cost-effectiveness.

In late 1996, the Zambian Ministry of Health (MOH) established the Central Board of Health (CBOH) as the agency responsible for providing technical support to and oversight of the newly autonomous districts and hospitals. The creation of the CBOH has led to the demise of all "vertical" or intervention-specific programs that are the norm elsewhere.

Great strides were made during 1997. The boldest step taken during 1997 was the MOH effort to decentralize responsibility for public health services to the district level. The MOH began a country-wide reassignment of health services personnel from the civil service to a new national health service. The three-fold purpose of this reform is to: 1) transform the environment so that all health workers are accountable for delivering high-quality services; 2) assign more health workers to under-served areas; and 3) retrench surplus personnel. The expected result is that health service personnel will be held more accountable and therefore provide better care.

USAID/Zambia's new Zambia Integrated Health Package (ZIHP) is designed to support the integrated delivery of cost-effective PHN interventions, where integration leads to improved efficiency and effectiveness. The five IRs of ZIHP cover the three main foci of the Zambian health reform program: increasing demand and access while improving quality. A paramount consideration in all USAID activities is capacity building and Zambian ownership. ZIHP supports the integration of prioritized PHN interventions for specific target groups: a) an adolescent package; b) a promotive/preventive package for women caring for children; c) an antenatal care package; d) a safe pregnancy package; e) a promotive/preventive package for men; and f) curative/care packages.

USAID has made significant progress in nurturing key partnerships with donors, PVOs and NGOs. This year four local NGOs were approved for USAID LPVO registration. USAID and the Embassy of Japan co-fund expanded joint support for malaria control activities, Vitamin A deficiency reduction, water disinfection and safe storage for diarrheal disease control. USAID and other partners are committed to the development of common implementation arrangements

to support the health sector. Zambia was recognized as a model sector reform program by the World Bank's multi-donor Special Program for Assistance to Africa.

### **A. Performance Analysis:**

Child survival results achieved during 1997 include expanded efforts to address Vitamin A deficiency, malaria, and childhood illness, while sustaining progress in immunization services and epidemic control. The rapid expansion of contraceptive choice over the past year has led to large increases in the number of family planning acceptors, outpacing expected results. Successful efforts are resulting in an expanded national response to the HIV/AIDS epidemic, including a new focus on giving youth the information, skills, and contraceptives they need to change their sexual behavior.

#### **SO-Level Indicators:**

1. Contraceptive Prevalence Rate
2. Vaccination Coverage Rate
3. Condom Use
4. Vitamin A Supplementation
5. Supervised Deliveries

#### ***Intermediate Result 3.1: Increased demand for PHN interventions among target groups***

In 1997 marked progress was made in increasing demand for family planning services following the 1996 launching of the national family planning logo supported by Johns Hopkins University Population Communications Services. The logo, displayed on signboards, identifies health centers that are delivering high-quality family planning services, and is drawing more customers.

#### **IR 3.1 Indicators:**

1. New Family Planning Acceptors
2. IMCI Care Seeking
3. Youth Demand for Reproductive Health Services

In 1997, USAID supported demonstrations of the safety, effectiveness, and desirability of the injectable contraceptive Depo-Provera in 54 urban and rural clinics supported by CARE. In the vast majority of these clinics, Depo-Provera has increasingly become the contraceptive method of choice for new family planning acceptors. Between 1996 and 1997, the percent of new family planning acceptors in the clinics that chose Depo-Provera increased from 15% to 21%. USAID expects that this will help to increase the number of new family planning acceptors and the contraceptive prevalence rate, as has been demonstrated in other African countries.

Improved household management of illness and early care-seeking for fever, diarrhea, and pneumonia is a critical element of USAID's strategy to reduce infant and under-5 year old

morbidity and mortality. BASICS is working intensively in 15 model communities to demonstrate improved care-seeking by care providers for community-based and facility-based services through the use of the Integrated Management of Childhood Illness (IMCI) approach. In these communities, BASICS supports a community activation process that helps health centers work with communities to identify their own priorities, develop a community-driven action plan, and a framework for monitoring results.

USAID is accelerating its efforts to address the health needs of adolescents and young adults, who have emerged as the key target group for creating demand for integrated reproductive health, including HIV/STD prevention and family planning. Peer-educators/promoters, youth radio shows, and a youth newspaper called "Trendsetters" (10,000 monthly circulation) are expanding youth access to critical HIV/AIDS prevention information. USAID also supports the formation of umbrella groups mobilized at the national level to develop church-specific responses to and plans of action for the HIV/AIDS epidemic. One example is the USAID-supported Youth Activist Organization (YAO), which implements interactive learning sessions with church-going youth. During 1997 they trained approximately 300 youths. Following these sessions, males showed a 38% increase in awareness of contraceptives methods, while females showed a 49% increase. This process led YAO to design a pledge program to encourage youth to commit verbally to responsible sexual behavior.

***Intermediate Result 3.2: Increased delivery of PHN interventions at the community level***

A central theme of Zambia's health reforms is expanded community access to health services. USAID supports expanded access through the strengthening of Neighborhood Health Committees. Over the past year, the Family Planning Services Project supported the establishment of 108 new community-based family planning/HIV-prevention service providers in six districts.

Initiatives for motivating communities to contribute financially to regular health services, involving them in deciding how those resources should be used, and seeing those resources provide expanded access and improved quality, are central priorities. Following the adoption of the Health Care Financing Policy, USAID has supported the development of guidelines to ensure that the cost-sharing revenues will be used locally. In 1997, several districts reported being able to collect up to 25% of their annual budgets through cost-sharing revenues, thereby increasing the sustainability of community-supported health services delivery.

Expanding NGO service delivery by attracting NGOs to underserved areas and expanding the range of interventions delivered are critical USAID/GRZ strategies. For the first time in Zambia, the MOH has reached out to NGOs to help provide health services to remote high-risk areas.

**IR 3.2 Indicators:**

1. Community-Based Health Workers
2. Cost-Sharing Revenues
3. NGO Service Delivery

During 1997 four NGOs were competitively selected to expand their activities, in close partnership with District health authorities, to provide essential health care services.

During 1997, efforts to broaden the community-level response to the HIV/AIDS pandemic have included the launching of HIV/AIDS prevention and control programs through central and local government entities, the military, police, local court justices, churches, and major NGOs. Project Concern International (PCI) technical and financial support has led to an acceleration of community HIV-AIDS prevention and mitigation activities. In addition, PCI targets orphans and other at-risk children, using the Agency's centrally-managed Displaced Children and Orphans' Fund resources. The country's formal and informal social support systems are in danger of being overwhelmed by the need to care for sick family members and by the enormous and growing number of AIDS orphans, conservatively projected to exceed 600,000 (out of a population of 10 million) by the year 2000. In response, USAID recently initiated a new set of activities to improve the quality of life of orphaned/vulnerable children in Zambia.

*Intermediate Result 3.3: Increased delivery of PHN interventions by the private sector*

Expanding access to PHN commodities and integrated services through the private sector is central to the GRZ reform agenda. The Society for Family Health/Population Services International (PSI) launched the following new products during 1997: the Care female condom; Prolact vaginal foaming tablets; and Safeplan oral contraceptives. Safeplan sales outpaced projected sales during the first year of social marketing by 82%. Socially marketed condom usage increased from 1.8% to 4.0% of total contraceptive use between 1992 and 1996. Effective marketing has made the brand "MAXIMUM" a generic term for all condoms. Sales increased by 38% from 1993 to 1997, according to the Zambia Demographic Health Survey (ZDHS).

**IR 3.3 Indicators:**

1. Socially Marketed Commodities
2. Private Sector Expansion through Social Franchising

USAID's latest public-private health initiative supports the GRZ's program of fortifying all domestically-produced sugar with Vitamin A. Vitamin A deficiency is very high throughout Zambia, with approximately 50-60% of children younger than five suffering from moderate to severe deficiency. Zambia will in May 1998 become the first country in Sub-Saharan Africa to fortify all domestically-produced sugar with Vitamin A. This initiative is based on a public/private partnership between the GRZ and the Zambia Sugar Company. USAID supported accelerated distribution of supplementary Vitamin A capsules during National

**IR 3.4 Indicators:**

1. Treatment of Fever through IMCI
2. Delivery of Modern Contraceptives
3. STI Case Management (Diagnosis and Treatment)



Immunization Days (NIDs) in 1997 and 1998. According to MOH statistics, in 1997 over 91% of under-five children received supplementary capsules during the NIDs. A national campaign to promote Vitamin A supplementation on a routine basis was launched in March 1998. The combined impact of these strategies over the next three years is expected to reduce by 50% the levels of moderate and severe Vitamin A deficiency in Zambian children.

*Intermediate Result 3.4: Improved health worker performance in delivery of PHN interventions*

To address child survival issues, USAID assisted the GRZ to become the first country in the world to implement the Integrated Management of Childhood Illness Initiative (IMCI), which aims at upgrading the capacity of health workers to improve case management.

A key step in the battle against HIV/AIDS is the control of sexually transmitted infections (STIs). Efforts are underway to strengthen service-provider STI management skills, expand STI management services to the community level, and increase the availability of STI drugs.

*Intermediate Result 3.5: Improved policies, planning and support for the delivery of PHN interventions*

The most significant achievement in the policy arena during 1997 was the launching of the National Health Care Financing Policy (HCF), which USAID helped develop. This policy provides a firm financial underpinning to a system that makes full use of market mechanisms. In addition, USAID supported the development and enactment of a new National Drug Policy and National Laboratory Policy, ensuring the reliable and timely distribution of essential commodities. USAID also supported the development and implementation of the GRZ Nurses and Midwives Act of 1997, which allows nurses and midwives to practice independently. Finally, USAID supported the development and launching of an AIDS Impact Model (AIM) for Zambia on World AIDS Day. AIM, targeted at local decision makers, documents the impact of the epidemic and describes options for response. The dissemination process is designed to increase accountability of key decision makers to support HIV/AIDS policies and programs and to provide inputs for action-oriented strategic planning at national, regional and district levels.

**IR 3.5 Indicators:**

1. Policies and Standards
2. District Health Action Plans
3. District Integrated Logistics Self-Assessment Tool (DILSAT)

With USAID technical and financial support, the CBOH developed and implemented a reformed Health Information System (HIS) in 14 (20%) Districts during 1997. The HIS is transforming the health sector by focussing personnel at levels of the system on the local use of information for monitoring performance and for planning. Districts with the new HIS are now required to

provide quarterly health performance reports which are used by the GRZ and all collaborating partners. During 1998, the HIS will be rolled out in the remaining districts.

## **B. Expected Progress Through FY 2000 and Management Actions:**

USAID/Zambia PHN will continue to support decentralized, integrated, low-cost basic health services through the ZIHP. During the early part of FY 1998, an initial RFA/RFP announcement for the ZIHP management contract mechanism was electronically released. The actual RFA/RFP for bids is expected to be issued in March 1998.

USAID believes that the best way to support Zambia's health reforms is to complement ongoing project assistance with Sector Program Assistance (SPA). Full implementation of an SPA program during 1998-2002 would allow USAID to influence the direction of the health reforms and provide financial support to overcome constraints to their implementation. If fully funded, the SPA could accelerate projected SO-level results by 10-20% and achieve other results over the next five years. USAID is collaborating with the MOH/CBOH in the SPA design, "Bringing the Benefits of Health Reform to the People of Zambia." The SPA aims to accelerate ZIHP's impacts by focussing resources on community empowerment, improved capacity of health-workers, and institutionalized monitoring and evaluation.

Financial difficulties are the main reason why the GRZ health reforms have only partially reached the people. The resources allocated are not sufficient to cover both the transition costs and the on-going costs of service delivery. USAID worked closely in 1997 with the MOH, CBOH and the Ministry of Finance and Economic Development to identify priority SPA performance areas representing important and realistic objectives within the MOH Strategic Plan. The performance areas are: 1) Empowering Communities to Improve Their Own Health; 2) Improving Quality Services Delivered by Front-Line Health Workers; 3) Achieving People-Level Impact with the Essential Health Care Package; and 4) GRZ Budgetary Distributions to the Ministry of Health Keep Pace with Economic Growth. The SPA design process has significantly influenced the development and implementation of the MOH's 1998-2002 Strategic Plan and the 1998 MOH and CBOH Annual Action Plans, by focussing efforts on those areas of the reform process that will most likely lead to a measurable health impact.

## **C. Evaluation of Results of SO-3**

Impressive results were recorded under SO-3 in 1997. The results under the IR *Increased Use of Integrated Child and Reproductive Health and HIV/AIDS Interventions* include: a 60% increase in the use of modern contraceptive methods; a 15% increase in vaccination coverage; a 38% increase in condom sales since project inception; an increase in utilization of NGO/CBOs in health delivery; and a growth in private service providers. Each IR contributed to results achievement under SO-3.

<b>OBJECTIVE S.O 3:</b> Increased use of integrated child and reproductive health, and HIV/AIDS interventions <b>APPROVED:</b> 2/7/97 <b>COUNTRY/ORGANIZATION:</b> USAID/Zambia			
<b>INDICATOR:</b> Contraceptive prevalence rate (modern methods)			
<b>UNIT OF MEASURE:</b> %	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
<b>SOURCE:</b> Zambia Demographic Health Survey (DHS)	1992	N/A	9%
	1996	12	14.4%
	2001	22%	
<b>INDICATOR DESCRIPTION:</b> Percent of women of reproductive age (15-49) who are using (or whose partner is using) a modern contraceptive method at a particular point in time			
<b>COMMENT:</b> CPR will be measured through the DHS only. USAID/Zambia started supporting the health sector in 1992			

<b>OBJECTIVE S.O 3:</b> Increased use of integrated child and reproductive health, and HIV/AIDS interventions <b>APPROVED:</b> 2/7/97 <b>COUNTRY/ORGANIZATION:</b> USAID/Zambia			
<b>INDICATOR:</b> Vaccination coverage rate			
<b>UNIT OF MEASURE:</b> %	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
<b>SOURCE:</b> DHS/HMIS	1992	N/A	55%
	1996	60%	67%
	1997	65%	Data available 5/98
	1998	70%	
	1999	72%	
	2000	74%	
	2001	76%	
	2002	80%	
<b>INDICATOR DESCRIPTION:</b> Percent of children who have been fully vaccinated before their first birthday. The GRZ is introducing a new Health Management Information System (HMIS) during 1998.			
<b>COMMENT:</b> Government will collect supervised deliveries data annually through the HMIS			

<b>OBJECTIVE S.O 3:</b> Increased use of integrated child and reproductive health, and HIV/AIDS interventions <b>APPROVED:</b> 2/7/97 <b>COUNTRY/ORGANIZATION:</b> USAID/Zambia			
<b>INDICATOR:</b> Condom use F= Female M=Male			
UNIT OF MEASURE:# (millions)	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
<b>SOURCE:</b> DHS/Program Survey	1992	N/A	
	1996	N/A	2.6%F 2.8%M
	1999	4.0%F 4.5%M	
	2000	5.0%F 6.5%M	
	2001	6.0%F 8.5%M	
	2002	7.0%F 10.0%M	
<b>INDICATOR DESCRIPTION:</b> Percent of females and males age 15-49 who report using condoms during their last sexual act with non-regular sex partners in urban areas			
<b>COMMENT:</b> The Zambian Government, with support from cooperating partners, introduced the Care female condom in 1997.			

<b>OBJECTIVE S.O 3:</b> Increased use of integrated child and reproductive health, and HIV/AIDS interventions <b>APPROVED:</b> 2/7/97 <b>COUNTRY/ORGANIZATION:</b> USAID/Zambia			
<b>INDICATOR:</b> Vitamin A supplementation			
<b>UNIT OF MEASURE:</b> %	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
<b>SOURCE:</b> NFNC/Tracking studies	1997	N/A	65%
	1998	70%	
	1999	73%	
	2000	75%	
	2001	78%	
	2002	80%	
<b>INDICATOR DESCRIPTION:</b> Percent of children aged 6-23 months who received one dose of vitamin A supplementation in the past 12 months			
<b>COMMENT:</b> During 1997 and 1998 data will be reported from Vitamin A capsule coverage reached during polio eradication National Immunization Days. Beyond 1998, when the GRZ strategy shifts to providing Vitamin A capsules through routine health center visits, then data will be presented from health centers' statistics.			

<b>OBJECTIVE S.O 3:</b> Increased use of integrated child and reproductive health, and HIV/AIDS interventions <b>APPROVED:</b> 2/7/97 <b>COUNTRY/ORGANIZATION:</b> USAID/Zambia			
<b>INDICATOR:</b> Supervised deliveries			
<b>UNIT OF MEASURE:</b> %	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
<b>SOURCE:</b> DHS/HMIS	1992	N/A	50%
	1996	N/A	46.5%
	1997	47%	Data available 9/98
	1998	49%	
	1999	50%	
	2000	56%	
	2001	58%	
	2002	60%	
<b>INDICATOR DESCRIPTION:</b> Percent of deliveries supervised by trained health personnel.			
<b>COMMENT:</b> USAID will initiate interventions to improve safe delivery practices during FY 1999.			

<b>OBJECTIVE S.O 3:</b> Increased use of integrated child and reproductive health, and HIV/AIDS interventions <b>APPROVED:</b> 2/7/97 <b>COUNTRY/ORGANIZATION:</b> USAID/Zambia			
<b>RESULT NAME IR 3.1:</b> Increased demand for PHN interventions among target groups			
<b>INDICATOR:</b> Rate and number of new family planning acceptors			
<b>UNIT OF MEASURE:</b> Rate and #	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
<b>SOURCE:</b> Project data	1996 rate (#)	N/A N/A	133 66
	1997 rate (#)	N/A 60	268 133
	1998 rate (#)	300 150	
	1999 rate (#)	300 200	
	2000 rate (#)	300 250	
	2001 rate (#)	300 300	
	2002 rate (#)	300 350	
<b>INDICATOR DESCRIPTION:</b> A new family planning acceptor is a person who has never before used a modern method of contraception as prescribed through a registered health facility (government, mission, private).			
<b>COMMENT:</b> The new family planning acceptor rate is defined as where the numerator is the number of new family planning acceptors (x 1000 women) in facilities in demonstration districts and the denominator is the number of women of child-bearing age in the catchment population of those districts and the number ('000s) of new family planning acceptors. The rate of new family planning acceptors is expected to stabilize during the 1999-2002, while the number of new acceptors is expected to continue to increase.			

<b>OBJECTIVE S.O 3:</b> Increased use of integrated child and reproductive health, and HIV/AIDS interventions <b>APPROVED:</b> 2/7/97 <b>COUNTRY/ORGANIZATION:</b> USAID/Zambia			
<b>RESULT NAME IR 3.1:</b> Increased demand for PHN interventions among target groups			
<b>INDICATOR:</b> IMCI Care			
<b>UNIT OF MEASURE:</b> %	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
<b>SOURCE:</b> PLA Household Survey	1997	N/A	66%
	1998	71%	
	1999	76%	
	2000	81%	
	2001	86%	
	2002	91%	
<b>INDICATOR DESCRIPTION:</b> Percent of care providers with children who had fever in the past 14 days who sought care in the past two weeks for fevers in demonstration districts			
<b>COMMENT:</b> This method was first developed and implemented during 1997; therefore, there is no earlier data available.			

<b>OBJECTIVE S.O 3:</b> Increased use of integrated child and reproductive health, and HIV/AIDS interventions <b>APPROVED:</b> 2/7/97 <b>COUNTRY/ORGANIZATION:</b> USAID/Zambia			
<b>RESULT NAME IR 3.2:</b> Increased delivery of PHN interventions at community level			
<b>INDICATOR:</b> NGO service delivery			
<b>UNIT OF MEASURE:</b> Number	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
<b>SOURCE:</b> Project data	1997	5	7
	1998	11	
	1999	15	
	2000	19	
	2001	23	
	2002	27	
<b>INDICATOR DESCRIPTION:</b> Number of districts that introduce new NGO services to increase access and delivery of integrated PHN interventions in high risk areas			
<b>COMMENT:</b> This activity falls under USAID/Zambia's support for the NPI.			

<b>OBJECTIVE S.O 3:</b> Increased use of integrated child and reproductive health, and HIV/AIDS interventions <b>APPROVED:</b> 2/7/97 <b>COUNTRY/ORGANIZATION:</b> USAID/Zambia			
<b>RESULT NAME IR 3.3:</b> Increased delivery of PHN interventions by the private sector			
<b>INDICATOR:</b> Annual number of products sold			
<b>UNIT OF MEASURE: #</b>	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
1. Maximum condoms (millions)	1993	N/A	4.7
	1994	5.8	6.2
	1995	6.0	6.6
	1996	6.5	7.4
	1997	7.0	6.6
	1998	7.3	
	1999	7.5	
	2000	7.7	
	2001	7.9	
	2002	8.0	
2. SafePlan (in 000s)	1997	100	182
	1998	300	
	1999	340	
	2000	380	
	2001	420	
	2002	440	
Insecticide Treated Mosquito Nets	1998	25	
	1999	50	
	2000	50	
	2001	50	
	2002	50	
<b>INDICATOR DESCRIPTION:</b> Number of products sold through social marketing for health promotion and disease prevention, including HIV/AIDS			
<b>COMMENT:</b> USAID added 3 new socially marketed family planning products during 1997. These include: SafePlan; Prolact (vaginal foaming tablet); and Care female condom. The decrease in condom sales from 1996 to 1997 was due to PSI not being able to promote condoms via mass media (TV, radio) due to concerns over religious conservative opposition.			



<b>OBJECTIVE S.O 3:</b> Increased use of integrated child and reproductive health, and HIV/AIDS interventions <b>APPROVED:</b> 2/7/97 <b>COUNTRY/ORGANIZATION:</b> USAID/Zambia			
<b>RESULT NAME IR 3.4:</b> Improved health worker performance in delivery of PHN interventions			
<b>INDICATOR:</b> Diagnosis of IMCI			
<b>UNIT OF MEASURE:</b> % and number	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
<b>SOURCE:</b> Project data/Program Survey	1996	70% (200)	91% (107)
	1997 % (#)	80% (200)	94% (151)
	1998 % (#)	90% 200	
	1999 % (#)	90% 300	
	2000 % (#)	90% 300	
	2001 % (#)	90% 300	
	2002 % (#)	90% 300	
<b>INDICATOR DESCRIPTION:</b> Percent of trained health workers that correctly treat fever 2-4 months after IMCI training (n=number of new workers trained/year) in demonstration districts			
<b>COMMENT:</b> In 1996 Zambia became the first country in the world to introduce IMCI. The IMCI module is one out of 8 modules developed by the CBOH to improve skills and competencies of trained health workers working at health centers.			

<b>OBJECTIVE S.O 3:</b> Increased use of integrated child and reproductive health, and HIV/AIDS interventions <b>APPROVED:</b> 2/7/97 <b>COUNTRY/ORGANIZATION:</b> USAID/Zambia			
<b>RESULT NAME IR 3.4:</b> Improved health worker performance in delivery of PHN interventions			
<b>INDICATOR:</b> STI Management (diagnosis and treatment)			
<b>UNIT OF MEASURE:</b> %	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
<b>SOURCE:</b> Project data/Survey	1996	15%	18% (only in one district)
	1998	25%	
	1999	30%	
	2000	40%	
	2001	60%	
	2002	70%	
<b>INDICATOR DESCRIPTION:</b> Percent of people, in demonstration districts, presenting with STD(s) in health facilities who are properly treated according to standard treatment guidelines			
<b>COMMENTS:</b> Collecting survey data in 1998 from urban areas of Zambia during 1998 and 2000			

<b>OBJECTIVE S.O 3:</b> Increased use of integrated child and reproductive health, and HIV/AIDS interventions <b>APPROVED:</b> 2/7/97 <b>COUNTRY/ORGANIZATION:</b> USAID/Zambia			
<b>RESULT NAME IR 3.5:</b> Improved policies, planning and support systems for the delivery of PHN interventions			
<b>INDICATOR:</b> Number of critical PHN policies			
<b>UNIT OF MEASURE:</b> Number	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
Critical policies:  1. Nurses and Midwives (M&N) Act 1997 2. Health Care Financing (HCF) 3. Adolescent Health (AH) 4. Health Education/IEC (E/IED) 5. Orphans (O) 6. Malaria (M)	1997	3	M&N - enacted HCF - developed AH - developed
	1998	HCF -enacted AH - revised E/IEC - developed	
	1999	AH- enacted E/IEC - revised O - developed M - developed	
	2000	O - revised M - revised	
	2001	O - enacted M - enacted	
	2002		
<b>INDICATOR DESCRIPTION:</b> Number of critical PHN policies developed, revised and adopted/enacted to support the vision of the Zambian health reform			
<b>COMMENTS:</b> The CBOH has planned to develop policies, in most cases for the first time, to support the health reforms			

#### **Strategic Objective 4: A More Sustainable Multi-Party Democracy Built**

This Strategic Objective directly supports the embassy's MPP Goal I: *Encourage the Continued Development of Democratic Values and Institutions*. In FY 1997 the Mission embarked upon substantial changes in the Democracy and Governance Project, currently the sole activity under this SO, along with formulation of a new Results Framework. The changes were necessary to respond to political developments in Zambia and to reflect lessons learned from evaluations and a sector assessment.

Development of a democratic society goes hand in hand with economic liberalization and reliance upon market forces to improve the welfare of Zambians.

Zambian progress toward democracy and good governance in 1997 was disappointing. The year was characterized by polarization and a deadlock between the Government and opposition; Unfortunate incidents included unruly demonstrations, the shooting of two political leaders, an aborted coup attempt, and the incarceration of two prominent opposition political leaders. These events highlighted weaknesses in many of the institutions intended to support democracy in Zambia. At the heart of the problem are continued fundamental shortcomings in its Constitution - this despite well-executed USAID-supported efforts two years ago to assist Zambians to strengthen the Constitution.

For many Zambians and the international community, the ambitious reform promises made in 1991 by the new MMD government created a set of expectations regarding political and economic improvements. Unfortunately, solid and sustained progress on the economic front has not been matched on the political front. Further exacerbating the situation is the prevalence, after six years of economic adjustment, of poverty and disease, which preoccupies the majority of the population. This makes it particularly difficult to build any understanding or appreciation of the presumed benefits of a democracy in a market economy.

#### **A. Performance Analysis**

The struggle for political reform continues. As described in the new CSP, there is a plan, with some flexibility built in, to continue support where that is possible. While adjusting to recent developments, there were some significant accomplishments in 1997 as the Mission brought to an end the first phase of its primary assistance vehicle, the Democracy and Governance Project:

##### **Objective-Level Indicators:**

1. Improved Public Debate
2. Policy Analysis and Formulation  
Capacity Strengthened

1. Efforts continued to restart a dialogue between the political parties, mediated through the USG Country Team, including USAID and its network of implementing partners.
2. Implementation, in partnership with the Ministry of Education, of the new middle-school civics curriculum, including distribution of textbooks to students nation-wide. The new curriculum was personally launched and praised by President Chiluba.
3. A relatively high degree of freedom of the press. This included the further growth and strengthening of the USAID supported and newly independent, Zambian Institute for Mass Communication (ZAMCOM).
4. Professional-caliber work in critical areas of privatization, decentralization, and public service reform was carried out by the Policy Analysis Division of the Cabinet Office, benefiting from earlier investments by USAID.
5. Work and vigilance by the fledgling civic education and advocacy organizations supported by USAID grants, technical assistance and training. These NGOs now enjoy a broader base of domestic and donor support.

*Intermediate Result 4.1: Improved Citizen Awareness of Rights and Responsibilities*

With the next national elections some years away, the Mission's attention has shifted from voter education, registration and the ballot box to other citizen rights and responsibilities under the new order of a market-oriented democracy. The government is slowly relinquishing its centralized controlling role in favor of a more enabling and facilitating role.<sup>3</sup> Its programs in health, education and now also agriculture seek to empower local decision-makers, as they are closer to the citizens they must serve. With fewer resources and increased service demand (made worse, at least in the short term, by the ESAF), the socioeconomic and political order has changed. There is now a need for greater personal and community responsibility, balanced by greater personal freedom and opportunities and a smaller role for the state in the lives of citizens. There is some encouraging, if only anecdotal, evidence from programs aimed at filling this huge void, in terms of citizen awareness and empowerment to act. One worth noting is the USAID-assisted program of health sector reform stressing child health maintenance measures for parents.

**IR 4.1 Indicators:**

1. Eligible Voters Registered
2. Voter Turnout in Parliamentary By-Elections (% of registered voters)

<sup>3</sup> See *The National Decentralization Policy*. Empowering the People, (DRAFT) Cabinet Office & Ministry of Local Government and Housing, Republic of Zambia, September 1996.

Civic action organizations, many of them recipients of USAID assistance, are having to focus on a range of issues touching on citizen rights and responsibilities broader than just voting, as no national elections - around which these organizations customarily rally support - are imminent. Uncertainties about local elections have widened their focus to include these issues. USAID is scheduled to withdraw from its previous institution-building program based on civic action grants in 1998, forcing NGOs to seek alternative funding from other donors (often more than one), the business community, patron sponsors, and an expanded network of their members. As these new sources of funds have become more important, so too has attention to their interests, agendas and to the maintenance of these new relationships.

*Intermediate Result 4.2: Independent Journalism*

On balance, 1997 was not a bad year for independent journalism. On the positive side, for residents of the large towns, there were noticeable improvements in the amount and the quality of information available through the press, radio and television and via the Internet. Several of these improvements represent investments made under the Democracy and Governance Project that are just now beginning to pay off.<sup>4</sup> On the negative side, in 1997 there were more Judicial and Parliamentary cases against journalists.

The independent daily newspaper, The Post, continued its tradition of reporting in print and on the World Wide Web on the many political events of 1997. The Post never missed an opportunity to criticize government. Even the state-owned newspapers occasionally exhibited a flourish of independent, objective reporting by the young men and women trained by ZAMCOM or who participated in one of the many USIS International Visitor programs. Many journalists, however few, wish to practice their profession in an unbiased and objective way. Two professional associations of journalists uphold voluntary standards based upon self-policing, thwarting attempts by the government at curbing press freedom.

One of Zambia's few independent stations, Radio Phoenix, a recipient of USAID funds, survived a potentially disastrous fire. It emerged from the ashes within days with a stronger signal, broadcasting quality news (including national and international reports), public affairs, and music programming. It continues to operate with little official interference, considerable commercial and listener support, and no subsidies from government.

**IR 4.2 Indicators:**

1. Private-Sector Share of Newspapers
2. Private-Sector Share of Working Journalists

<sup>4</sup> The Norwegian Embassy's aid program, eager to build on these successes, has conducted an extensive Media Assessment and is in the process of design and commitment of resources for assistance, to be coordinated with future USAID initiatives.

The Zambia Communications Authority is now better able to take regulatory actions that benefit consumers, due in large part to USAID technical assistance. As a result, Zambia's sole Internet Service provider, Zamnet, was permitted to expand its bandwidth and thereby improve service.

*Intermediate Result 4.3: Improved Public Policy Implementation*

The Cabinet Office continues to demonstrate a considerable level of technical skill, organization and leadership of the type rarely seen in government offices. The Agency's 1996 decision to discontinue its assistance left behind computer equipment that has yet to be integrated into a management information system. Nonetheless, the training, technical assistance and systems development completed before the pull-out have resulted in the Cabinet Office functioning well and providing good-quality research and analysis related to public policy.

**IR 4.3 Indicator:**

1. Number of Cabinet Sub-Committees Functioning Effectively out of the Total Number of Sub-Committees

**B. Expected Progress through FY 2000 and Management Actions**

Plans for the period 1998-2002 have been articulated in the new CSP. Beginning this year, the Mission will concentrate on several activities with the objective of achieving the following results:

- Formulation of a new D/G Results Framework;
- Extension and reorientation of the D/G Project to refocus its management and implementation to continue work with civil society and government; on effective advocacy as part of the public debate; and on civic education to improve awareness of rights and responsibilities;
- Assessment, design and establishment of partnerships with the Judiciary and with Parliament, to bolster an independent judiciary and to make the legislature more independent of the executive branch, respectively;
- Assessment of receptivity to public opinion research and local capabilities to carry out, interpret and report the results;
- Continued support to institutions offering training for editors and journalists; and assistance to organizations dedicated to greater market penetration by print media into non-traditional and non-English speaking markets.

**C. Evaluation of Results of SO-4**

The Mission fell short of its intermediate result targets in 1997. However, in terms of the SO, *A more sustainable multi-party democracy built*, the year's activities made a significant contribution toward the objective, as well as its redefinition as a basis for future D/G assistance in Zambia. This is no small accomplishment in light of the year's events and turmoil. Given the situation it faced, the use of D/G resources, when combined with the efforts of the Ambassador and the Country Team, did much to strengthen critical institutions to ensure against significant erosion in the democratic base. Indeed, a recent public opinion survey by the Helen Suzman foundation found that Zambians were unique in Southern Africa in believing that the democratic transition was irreversible.

<b>Strategic Objective 4:</b> A More Sustainable Multi-Party Democracy Built <b>APPROVED:</b> 2/6/97 <b>COUNTRY/ORGANIZATION:</b> USAID/Zambia			
<b>RESULT NAME:</b> IR 4.1: Improved Citizen Awareness of Rights and Responsibilities			
<b>INDICATOR:</b> Eligible Voters Registered			
<b>UNIT OF MEASURE:</b> Percentage of all Eligible Voters  <b>SOURCE:</b> Election Office Statistics combined with population statistics extrapolated from Central Statistics Office 1990 Census Data  <b>INDICATOR DESCRIPTION:</b> Percentage of citizens of voting age (18 years and over) registered to vote  <b>COMMENTS:</b> Voter rolls were compiled in 1987-88, with limited revision in 1990, and again in 1996. Failure on the part of the GRZ to carry out annual updating of voters rolls, as required by law, reduces the utility of this indicator. Whether targeted increases can be accomplished depends on whether the GRZ is prepared to re-open voter registration, a matter currently under discussion.	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
	1991(B)		87%
	1996	50%	54%
	1997	60%	48%
	1998(T)	65%	



<b>Strategic Objective 4:</b> A More Sustainable Multi-Party Democracy Built <b>APPROVED:</b> 2/6/97 <b>COUNTRY/ORGANIZATION:</b> USAID/Zambia			
<b>RESULT NAME:</b> IR 4.1: Improved Citizen Awareness of Rights and Responsibilities			
<b>INDICATOR:</b> Voter Turn-Out in Parliamentary and By-Elections (percentage of registered voters)			
<b>UNIT OF MEASURE:</b> Voter Turn-Out (as a percentage of all registered voters)  <b>SOURCE:</b> Elections Office  <b>INDICATOR DESCRIPTION:</b> Percent of registered voters who vote in particular elections and by-elections  <b>COMMENTS:</b> 1991 and 1996 data for general elections for 150 seats in National Assembly. 1995 data for 19 parliamentary by-elections occasioned by death, resignation, or expulsion of MPs.	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
	1991(B)		45.5%
	1995	30%	14%
	1996	75%	59%
	1997	30%	N/A

Note: this figure is not available for 1997 for the following reason: while there were three by-elections held in Zambia in 1997 (Mumbwa, Petauke, Zambezi) all had MMD candidates running unopposed-- so elections were not held.

<b>Strategic Objective 4:</b> A More Sustainable Multi-Party Democracy Built <b>APPROVED:</b> 2/6/97 <b>COUNTRY/ORGANIZATION:</b> USAID/Zambia			
<b>RESULT NAME:</b> IR 4.2: Independent Journalism			
<b>INDICATOR:</b> Private-Sector Share of Newspapers			
<b>UNIT OF MEASURE:</b> Percentage of total publications per week	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
<b>SOURCE:</b> United States Information Service (USIS)	1993(B)		19%
<b>INDICATOR DESCRIPTION:</b> Private Newspapers as percentage of total newspapers published	1995	>19%	62%
	1996	>62%	50%
<b>COMMENTS:</b> The decline in 1996 is attributed to increased costs of newsprint and resulting increase in prices of papers.	1997	>50%	71%

<b>Strategic Objective 4:</b> A More Sustainable Multi-Party Democracy Built <b>APPROVED:</b> 2/6/97 <b>COUNTRY/ORGANIZATION:</b> USAID/Zambia			
<b>RESULT NAME:</b> IR 4.2: Independent Journalism			
<b>INDICATOR:</b> Private-Sector Share of Working Journalists			
<b>UNIT OF MEASURE:</b> Percentage of total working journalists	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
<b>SOURCE:</b> USIS	1993(B)		24%
<b>INDICATOR DESCRIPTION:</b> Independent journalists as percentage of total journalists	1995	>24%	44%
	1996	>44%	48%
<b>COMMENTS:</b> More Government journalists employed in 1997.	1997	>48%	27%

<b>Strategic Objective 4:</b> A more sustainable Multi-Party Democracy Built <b>APPROVED:</b> 2/6/97 <b>COUNTRY/ORGANIZATION:</b> USAID/Zambia			
<b>RESULT NAME:</b> IR 4.3: Improved Public Policy Implementation			
<b>INDICATOR:</b> Number of Cabinet Sub-Committees Functioning Effectively out of the Total Number of Sub-Committees			
<b>UNIT OF MEASURE:</b> Ratio of Effective Sub-Committees to Total Number of Sub-Committees <hr/> <b>SOURCE:</b> Cabinet Office <hr/> <b>INDICATOR DESCRIPTION:</b> <hr/> <b>COMMENTS:</b>	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
	1993(B)		2/14
	1995	5/7	5/7
	1996	6/7	7/7
	1997	7/7	7/7

## SUMMARY TABLE

*NOTE: OBJECTIVE NAMES REFLECT THOSE OF 1993-1997 STRATEGY; NOT THOSE OF THE NEW 1998-2002 STRATEGY*

OBJECTIVE NAME	RATING	EVALUATION FINDING
SO-1: Reduce the State's Role in the Provision of Goods and Services	Exceeded	The results achieved in FY 1997 were excellent and surpassed expected targets (as was the case in 1995 and 1996).
SO-2: Increase the Productive Participation of Rural Enterprises and Communities in the National Economy	Met	SO-2 exceeded its targets in three out of five indicators. The <i>Credit for Rural Enterprises</i> indicator fell short of planned targets. Bad weather was mostly responsible for the lower-than-planned <i>Increase in Cropping Diversity</i> indicator.
SO-3: Increased Use of Integrated Child and Reproductive Health, and HIV/AIDS Interventions	Met	Solid results continue to be recorded under SO-3. The results under the IR <i>Increased Use of Integrated Child and Reproductive Health and HIV/AIDS Interventions</i> include: a 60% increase in use of modern contraceptive methods; a 15% increase in vaccination coverage; a 38% increase in condom and sales; increased utilization of NGOs/CBOs in health delivery; and a growth in private sector service providers.
SO-4: A More Sustainable Multi-party Democracy Built	Failed to meet	The Mission fell short of meeting its targets, as measured by SO-level indicators, during 1997. Yet, in terms of USAID's contributions toward the Strategic Objective, we made significant steps forward in a number of areas. The Mission is exhibiting the kinds of flexibility and responsiveness necessary to adapt to a difficult and changing political situation where neither the US, nor any other bilateral donor, has controlling influence.
PERCENT FUNDING THROUGH NGOs AND PVOs: FY 1998 52%; FY 1999 71%; FY 2000 70%		

### III. Status of the Management Contract

USAID/Zambia is now in the first year of its new (1998 - 2002) Country Strategic Plan.

As to the status of the Management Contract, the draft Country Strategic Plan cable dated March 2, 1998, and final CSP reporting cable dated March 10, 1998, refer to:

Paragraph I, Sections C through F, read in part as follows:

- "C. The Bureau also concurred with the Mission's request to continue developing Non-Project Assistance (NPA) in health. Since additional funds are not available for NPA, this would have to be funded under the approved Medium Scenario.
- "D. The Mission was asked to include in the CSP additional clarification on drought-related activities in the context of its results frameworks. It was recognized that there may be some minor rewording of IRs or even SOs as a result of the Mission's upcoming indicators exercise.<sup>5</sup>
- "E. Africa Bureau and Global will work closely with the Mission as it develops/refines its results framework.
- "F. The USAID/Zambia Country Strategic Plan and this reporting cable shall comprise the Management Contract between USAID/W and USAID/Zambia."

Further, Paragraph VIII, Section B, states:

- "B. The CSP contained no discussion of OE. The Mission will provide with the R-4 submission an analysis on OE requirements during the strategy period."

Finally, Paragraph X states:

"USAID/Zambia's Country Strategic Plan for FY 1998-2002 is approved by the A-AA/AFR, contingent upon provision of the information requested above."

This is the current status of the Mission's Management Contract.

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<sup>5</sup> This will be submitted along with the FY 2000 R4, but not as an integral part of it.

**USAID Zambia**  
**FY 2000 Resources Request**

**March 3, 1998**

## **IV: Resource Request**

### **A. Transition to a New Country Strategic Plan**

This R4 document reflects a transition between the previous Country Strategic Plan (1993-1997) and the new CSP (1998-2002) approved by USAID/Washington in January 1998. USAID/Zambia is currently in the first year of its new Country Strategic Plan. This R4 reports on the performance of Strategic Objectives under the old CSP, and makes resource requests under the SOs of the new CSP. The previous CSP had the following Strategic Objectives (SOs):

*SO-1: Reduce the State's Role in the Provision of Goods and Services;*

*SO-2: Increase the Productive Participation of Rural Enterprises and Communities in the National Economy;*

*SO-3: Increased Use of Practices that Improve Child and Reproductive Health; and*

*SO-4: A More Sustainable Multi-party Democracy Built.*

Under the new CSP, there are four new Strategic Objectives, and an entirely new sectoral intervention - Basic Education (SO-2). The new CSP has the following SOs:

**SO-1:** *Increased Rural Incomes of Selected Groups;*

**SO-2:** *More Equitable Access to Quality Basic Education, Especially for Girls;*

**SO-3:** *Increased Use of Integrated Child and Reproductive Health and HIV/AIDS Interventions; and*

**SO-4:** *Expanded Opportunity for Effective Participation in Democratic Governance.*

SO-1 in the current CSP is a synthesis of the objectives, intermediate results and activities of SOs 1 and 2 under the previous CSP. Now that the privatization effort is drawing to a successful conclusion, the on-going business development and training activities (HRDA and IESC) will be given a more explicitly rural emphasis. New activities will be developed in response to GRZ and private-sector requests for USAID assistance in training and legal analysis concerning international trade. On-going assistance to small-scale rural producers and rural non-farm enterprises under grants and cooperative agreements with Africare, CARE and CLUSA will continue under the new SO-1. SO-3 is a rapidly evolving existing program design to support the GRZ's health sector reform effort. SO-4 is a refocusing of the Democracy and Governance objective (SO-4) under the last CSP. It takes into account the

### **USAID/Zambia FY 2000 Resources Request**

evolving political environment in Zambia, as well as lessons learned from the previous strategy period.

## **B. The USAID Strategy's Relationship to the U.S. Country Team's Mission Program Plan**

The USAID/Zambia 1998-2003 CSP was developed and is being implemented in close coordination with the U.S. Embassy's 1997-2001 Mission Program Plan (MPP). The U.S.'s foreign policy interest in Zambia, as reflected in the MPP, is to encourage "a stable, friendly, democratic Zambia whose government respects basic human and civil rights and continues to implement free market economic reforms." The MPP further states that U.S. interests are also served if "Zambia continues to play a positive regional role in African conflict resolution, including peacekeeping, and regional economic integration."

The USAID assistance program directly supports four of the six MPP Goals. The four goals are:

- Goal I: Encourage the continued development of democratic values and institutions;
- Goal II: Continued evolution of a self-sustaining free market economy;
- Goal IV: Help Zambia contribute to a secure, peaceful and prosperous southern Africa;
- Goal VI: Contribute to the improvement of quality of life for all Zambian.

Achieving these four goals would generate long-term, self-sustaining economic and social development, improve the standard of living of its citizenry, strengthen democracy and governance, and provide greater investment and marketing opportunities for U.S. businesses.

## **C. Prioritization of Objectives:**

While the Mission is equally committed to all of its SOs, the different performance levels and contributions to Zambian development dictate the following ranking, in descending order of priority and criticality to the Mission's program.

### **1) SO - 1 Increased Rural Incomes of Selected Groups:**

The privatization of Zambia's government-owned companies continues to be one of the Agency's success stories in Africa. The objective of this new SO will address requirements for economic growth in the rural sector. Recent assessments of the



agricultural and private formal sectors, associated with the development of our new strategy, indicate that government has largely fulfilled its stated commitment to disengage from its prominent role in national markets. The private sector must now accept the lead for economic growth. The strategy for this SO is rural focused and is based on the premise that three key sets of interventions can effectively fill the gap left when government gave up its role in rural markets: production, marketing and policy development. Many of the Mission's activities in these areas are on-going as part of our previous strategy's SOs 1 and 2. On a dollar-for-dollar basis, we get more results out of our investments in the Economic Growth sector than out of others, as policy reform translates into real gains in incomes.

2) **SO - 4 Expanded Opportunity for Effective Participation in Democratic Governance:**

This SO is important not because of the money invested in it (which is relatively modest) but because of the role it allows us to play and the leverage it enables us to exert with Zambians as well as other donors in the evolution of Zambia's political restructuring. Observers should not confuse D/G project performance with the environment in which we operate. Given the adverse environment in 1997, USAID's efforts, under the leadership of the Ambassador, was exceptionally successful. We continue to be engaged with efforts to restart the political dialogue on fundamental issues (and had achieved considerable progress until the unsuccessful coup attempt in October 1997). The USAID D/G Advisor continues to play an important role in political analysis, along with Embassy colleagues. The coup attempt was a challenge to the Mission to keep pushing for re-engagement in the dialogue process and political inclusivity, while protecting the institutions buttressing the pillars of democracy, such as an independent judiciary. Our efforts continue toward supporting more opportunities for broad participation through the three components of our D/G efforts: the political process, selected issues of governance and the rule of law.

3) **SO - 3 Increased Use of Integrated Child and Reproductive Health and HIV/AIDS Prevention:**

Zambia's health sector reform program is a model for Africa. During our recent strategy review, the Mission was commended for its roles in closely supporting this successful African-led program, key elements of which were initiated as recently as 1996 and 1997. The Zambian objective for health care is to provide equitable access to cost-effective quality health care as close to the family as possible. This well articulated Zambian strategy offers an exceptional opportunity for USAID partnership. Decentralization, integration of services, accountability, performance, emphasis on the primary level, community and private sector involvement, and donor coordination are the key concepts of this uniquely Zambian approach. We believe that we can help

achieve impressive results if critical assumptions hold (continued commitment, decentralization, devolution of authority, increased private sector investment). Impact would be greatly enhanced if additive resources could be identified to support Sector Program Assistance under this SO.

4) **SO - 2 More Equitable Access to Quality Basic Education, Especially for Girls:**

This new SO was approved as recently as January 1998. No activities have yet been designed; no professional staff are on board yet; and no Basic Education funds have been allocated yet to the Mission for this purpose in FY 1998.

**D. Resource Requests by Strategic Objective**

*Strategic Objective 1: Increased Sustainable Rural Incomes*

Environmental Compliance: SO-1 is in full environmental compliance.

BHR Requirements: There are no BHR requirements under this S.O.

The Agricultural Liberalization Project (ASLP): CLUSA's Grant runs through 2001. Activities will be expanded in 1998 to include two or three new districts. As a result, their \$5 million grant will be increased by \$1 million. The CARE food security project will also continue through 2001. CARE will require an additional \$300,000 to add a sub-grant that assists VMCs in natural resources management. This will bring their total grant to \$3.96 million.

New activities in community agroforestry extension and output marketing and community forest management will be added in 1998. These activities will require a total of \$8 million for 5 years and will contribute to rural non-farm enterprise marketing of natural resources.

USAID is requesting PRIME funding from the Global Bureau's Microenterprise Office in 1998. This funding will finance an integral part of SO-1: the provision of microfinance to rural female entrepreneurs and a pilot program to fund one or two Provincial Business Associations. USAID/Zambia will use an existing rural-based microfinance institution for this program, and will assist the institution to extend its outreach from 2,000 clients in 1998 to 10,000 clients by the year 2001. The Global Bureau will provide 100% of the funding for these activities in FY 1998, and the Mission will provide 100% of the funding for 1999 and 2000. If the Mission is unable to obtain the Global Bureau funding in FY 1998, it will not be possible to implement these activities, and the Mission will have to forego its investments of time and resources to date, including a comprehensive assessment and extensive preliminary outreach to prospective clients.

***USAID/Zambia FY 2000 Resources Request***

An additional new activity to support the development of agribusinesses with linkages to smallholders will be initiated in late-1998. This activity will be implemented through a competitively awarded contract with a five-year value of \$5 to 7.5 million.

Impact monitoring of conservation farming extension will begin in 1998 with an annual budget of \$100,000 (including money to buy short-term technical assistance) and be continued in 1999 with residual funds available under the old Zambian Agricultural Training, Planning and Institutional Development (ZATPID) Project. It will be continued through 2001 with ASLP money.

A person was added to the Famine Early Warning System (FEWS) Team in 1998 in response to the El Nino threat. This position will continue through 2001 at a cost of \$50,000 per year.

**SO-1 Resource Request ( in USD millions)**

	<u><b>FY 1998</b></u>	<u><b>FY 1999</b></u>	<u><b>FY 2000</b></u>
Privatization Support Project	\$1.5	\$0	\$0
Private Enterprise Support	\$0.8	\$1.0	\$0.8
HRDA	\$0.5	\$0	\$0
Rural Group Business Development:(CLUSA)	\$1.25	\$1.25	\$1.25
Food Security (CARE)	\$0.7	\$0	\$1.25
Famine Early Warning System Field Support	\$0.05	\$0.05	\$0.05
Community Agroforestry	\$0.5	\$2.0	\$0.5
Zambia Agribusiness Tech. Assistance Ctr.	\$1.25	\$0.2	\$0
Conservation Farming (monitoring and eval.)	\$0	\$0	\$0.1

***USAID/Zambia FY 2000 Resources Request***

Trade Activity	\$0	\$1.1	\$1.5
Training (replacing HRDA)	\$0	\$0.5	\$0.5
Micro Finance	\$0	\$0.8	\$0.8
Total:	\$6.55	\$6.9	\$6.75

***Strategic Objective 2: More Equitable Access to Quality Basic Education, Especially for Girls***

*(New)*

Environmental Compliance: No activities designed or implemented yet.

BHR Requirement: There are currently no BHR requirements under this SO.

The Strategic Objective in Basic Education constitutes a new development assistance sector for USAID/Zambia. The education sector in Zambia is in crisis; a crisis in all the areas that define an education system, including quality, access, efficiency and relevance. The number of children to be educated has been rising fast, while the resources available to educate them has not kept pace and, until recently, was falling faster. Within the education sector, primary education has suffered. There are few textbooks and almost no learning materials, high pupil/teacher ratios, increased teacher work-loads with low salaries and low teacher morale, an increased number of untrained teachers, and nearly one third of all school-aged children - largely girls - not in school for lack of places.

Between 1986 and 1996, real public expenditure on education as a whole (as measured by the World Bank's "World Development Indicators") declined at an average annual rate of almost five percent, while that of primary education declined by four percent.

In May, 1996, the GRZ introduced its new national policy on education entitled "Educating Our Future," based on a new set of principles: (1) shifting the power relationship from a highly centralized system to one in which private organizations and local communities control their own schools; (2) devolving management and control of schools to the local level; (3) promoting equality of access, participation and achievement, especially for at-risk children impeded by gender and other socioeconomic factors; (4) ensuring the highest standards of learning through quality of curriculum, teaching and assessment; (5) fostering an enabling environment which creates a government partnership with NGOs and communities in

***USAID/Zambia FY 2000 Resources Request***

educational development; and (6) promoting accountability to ensure that the limited funds available are properly utilized by effective systems at all levels.

The GRZ budget for 1997 turned the corner on a long decline in budgetary resource allocation. Its initial budgetary allocation was K105.8 billion (versus K82.0 billion in 1996); this was supplemented by additional allocations during the year to a total amount of K148.8 billion, thereby, exceeding the budgeted amount by 41%. The 1998 budget allocated K192.9 billion to education.

In Zambia's case, one of the key lessons learned in educational reform is that central ministry policies and resources may provide necessary but not sufficient conditions for improving school effectiveness and pupil learning. USAID/Zambia proposes to help guide "the visioning process" in the Ministry of Education and in the sector as a whole through:

- support to policy dialogue that places school-based reform at the center of the policy agenda;
- develop private sector and community capacity to improve basic education and community involvement;
- development of a small number of targeted school-based interventions that improve student learning, particularly for girls; and
- support to development of a continuous student assessment system; diagnose problems and offer remedies.

As noted in the new USAID/Zambia CSP, the Mission's staffing pattern for Basic Education includes one USPSC Education Advisor, plus one-half FTE of the FSN Training Officer already on the Mission's staff.

#### **SO-2 Financial Requirements ( in USD Millions)**

	<u>FY 1998</u>	<u>FY 1999</u>	<u>FY 2000</u>
Basic Education	\$0.5	\$1.0	\$1.0

***Strategic Objective 3: Increased Use of Integrated Child and Reproductive Health and HIV/AIDS Interventions***

***USAID/Zambia FY 2000 Resources Request***

Environmental Compliance: SO-3 is in full environmental compliance.

BHR Requirements: There are no BHR requirements under this SO

This strategic objective and its Zambia Integrated Health Package (ZIHP) results framework take a uniquely integrated approach. Rather than adopting the more traditional "vertical approach," where separate interventions are made in different parts of the health sector, USAID, with its Zambian partners, is pursuing a broad integration of services while decentralizing to the maximum extent possible and practicable. This strategic objective integrates activities directly addressing Zambia's needs in the four areas of Population, Child Survival, Infectious Diseases, and HIV/AIDS into a mutually reinforcing and sustainable public health approach.

The Results Framework financial projections, as projected below, with an essential straight-lining of FY 98-00 PHN budget resources of approximately \$12 million annually, contain significant shortfalls. During the recent review and approval of our new five-year Country Strategic Plan ("Promises to Keep") for the period 1998-2002, USAID/W encouraged the Mission to continue developing a NPA/SPA activity in health, but noted that we should not expect to receive additional funding for NPA/SPA at this time.

The Mission plans to submit a Program Assistance Authorization Document (PAAD) for Sector Program Assistance (SPA) entitled "Bringing the Benefits of Health Reform to the People in Zambia" for USAID/W approval in March 1998. In the context of expected economic growth, complementary project assistance and other contributions, SPA of \$20 million over the period 1998-2002 will increase the amount of resources available and managed at the community and district level from \$6.73 to \$8.40 per capita per year, representing a 20% increase over the five-year CSP period. However, actual needs are \$12.00 per capita per year for a cost-effective package of limited, but essential, PHC service delivery interventions.

We have worked out low (\$5 million), medium (\$13.5 million), and high (\$20 million) funding scenarios under which supplemental funds could include other Mission funding and/or possible additional future funding from USAID/W. SPA funding for Zambia's "showcase" health reform process is intended to support the implementation of decentralized policies so that they achieve people-level impact. Zambia's health reforms have at their core the delivery of a cost-effective, affordable, essential health care package, involving active community participation.

Between FY 1995-97, the PHN Office provided a total of \$13.573 million in Field Support for 29 different central G/PHN TA Cooperating Agencies (CAs). In FY 1998, we are providing approximately \$2.9 million in Field Support for 12 different central G/PHN TA CAs. Also in FY 98 under the ZIHP results framework, USAID/Zambia will award one ZIHP TA contract and two TA COAGs, thus reducing our future Field Support needs to approximately eight central G/PHN CAs (\$2.5 million) in FY 1999 and six central G/PHN CAs (\$2 million) in FY 2000 as noted in the Global Field Support table. The number of central G/PHN CAs utilized and the

### ***USAID/Zambia FY 2000 Resources Request***

value of the Field Support programmed in FY 99 and FY 00 may have to be adjusted, depending upon which CAs participate in the new ZIHP contract and COAGs. Without these central G/PHN CAs, the continuing and expanded development of critical health reform programmatic strategies and systems will be severely constrained and negatively impact the success of Zambia's health reforms.

The types of PHN technical assistance services that will be provided with FY 1999-2000 Field Support funds will enable us to refine our SPA/NPA analyses; help the MOH and the University Teaching Hospital (UTH) develop a revised strategic direction under new UTH management; help the MOH evaluate district cost-sharing and pre-payment financing schemes; help the MOH and Central Board of Health (CBOH) create a new nationwide logistics system and new National Drug and National Laboratory Policies; and help the CBOH and district health institutions develop quality assurance programs.

Given the critical nature of this "cutting edge" technical assistance for Zambia's health reform process, we will continue to seek and fund this essential central Field Support to the extent necessary and appropriate.

As noted in the Mission's new five-year CSP, the PHN Office staffing pattern in FY 98 includes two USDHs, one JHU/HCSF, and three FSNs. In FY 1999 and FY 2000, we will add one non-add PHN USDH IDI.

### **SO-3 Financial Requirements (in USD Millions)**

Sector:	<b><u>FY 1998</u></b>	<b><u>FY 1999</u></b>	<b><u>FY 2000</u></b>
Child Survival	\$3.6	\$4.2	\$4.5
HIV/AIDS	\$2.7	\$3.5	\$3.5
Population	\$3.5	\$3.0	\$3.5
Other Health	\$0.3	\$0.3	\$0
Infectious Disease	\$0.7	\$0.2	\$0.5
Total:	\$10.8	\$10.65	\$12.0

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***Strategic Objective 4: Expanded Opportunity for Effective Participation  
in Democratic Governance***

Environmental Compliance: SO-4 is in full environmental compliance.

BHR Requirements: There are no BHR requirements under this S.O.

The D/G Strategic Objective (SO) is being refined, as is the current Democratic Governance Project, which is scheduled to end in September 1998. In spite of stresses caused by the flawed constitutional review process and 1996 national elections, and an abortive coup and subsequent imposition of State of Emergency, Zambia's democracy displays real strengths. There is an independent and outspoken press. Its Parliament functions, and, notwithstanding dominance by the ruling party, both MMD back-benchers and opposition members can speak out and influence policy. While there is corruption and inefficiency, anti-corruption legislation has been overhauled and a sweeping reform of the public service is underway. The judicial system, although severely under-funded and under-staffed, and burdened by a growing caseload and some high-profile political cases, continues as a bulwark for democratic values. Zambian civil society organizations have multiplied and, while there have been instances of some running afoul of government, a dialogue between government and NGOs continues. In short, while the Zambian democratic transition has not lived up to the (perhaps unrealistically optimistic) hopes of 1991, it is continuing and deserves further support.

USAID/Zambia has completed a sector review in 1997 with the assistance of the Global Bureau Democracy Center, and has formulated a revised strategy and Results Framework. The specific mix of planned interventions derives from this review, and will be meshed with those of other donors through the highly effective coordination on D/G issues by donors in Zambia. It is anticipated that activities will focus in three areas: 1) *Increased efficiency of the administration of justice*, incorporating improved information systems in the courts and increased use of alternative mechanisms for dispute resolution; 2) *Increased public debate*, built around a better-informed Parliamentary process, increased accuracy of news media reporting on issues of public interest (closely coordinated with USIS), increased effectiveness of advocacy by civil society organizations representing diverse interests, and increased citizen awareness of relevance of democratic governance to their basic needs; and 3) *Decentralization policy strengthened and implemented in demonstration sectors*, involving improved information systems, administration, planning and budgeting.

**SO-4 Financial Requirements (in USD Millions)**

	<b><u>FY 1998</u></b>	<b><u>FY 1999</u></b>	<b><u>FY 2000</u></b>
Democracy & Governance	\$0.961	\$1.7	\$2.75

***USAID/Zambia FY 2000 Resources Request***



## **E. Operating Expense Budget and Workforce**

### **1. Overall Budget Comments**

As indicated in its presentation of the new CSP in Washington in January 1998, and subject to the caveats noted below, the Mission generally expects to be able to live within planned Operating Expense (OE) budget levels. Essentially, this is made possible by not taking up the offer of an additional USDH slot in FY 1999. The Mission intends to keep that ceiling but to use it for an FSN position instead.

The CSP review asked the Mission to address the OE implications of the recently approved CSP in this R4. This narrative is meant to satisfy that requirement.

There are three major issues which have arisen that may compromise our ability to live within planned OE levels: ICASS, trust funds, and the possible placement of IDIs in the Mission in FY 1999. The ICASS issue affects us in all out years. The impact of the trust funds is felt mostly in FY 1998 but necessitates postponing some major costs into the out years. The impact of bringing the two IDIs on board would mostly be limited to FY 1999.

A fourth issue is an Agency-wide one: that of Year 2000 compliance for Automated Data Processing equipment. It is impossible at this time to assess the cost implications of compliance, which may involve anything from equipment upgrades to complete replacement. Therefore, no figure is currently available for inclusion in this report.

#### *Trust Fund Issue:*

In the FY 1998 the Mission's approved OE budget level is \$2.242 million, of which the Africa Bureau allocated \$244,300 (10%) for Trust Funds. First, the Mission in fact has only \$110,000 in trust funds to spend. Given the recent decision in Washington not to provide extra resources for Sector Program Assistance (SPA) for the health sector, it is now unlikely that we will be able to generate additional trust funds for use this year or, perhaps, in the out years. Second, when the Mission applied to use the trust funds we did not realize that they would be offset against the USAID/Washington contribution, particularly as these funds are being used for the long-delayed construction of our office annex, a special project. Consequently, if we have to absorb the full cost of the offset, many vitally needed procurement actions will be delayed. The Mission is in dialogue with the Bureau Controller to seek relief for this offset, especially for that portion of the trust funds which do not in fact exist.

If relief is not forthcoming this year, we will have to postpone the already delayed procurement of needed equipment and supplies, raising costs in the outyears.

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### ICASS

Similarly, when planning ahead, the Mission was not aware that ICASS costs would be deducted from the Mission's OE levels. This was an unanticipated cost. The Mission would encourage Washington to revisit this issue, but we have been forced to plan on the assumption that we will have to absorb this cost.

### IDIs

The Mission has requested approval for two IDIs in FY 1999. The additional logistical support costs of the IDIs for their first year at post - most of which would be absorbed in FY 1999 if they arrived at post during that year - are significant. The Agency needs to address this as a larger issue, as it is unlikely that any mission can absorb the costs of additional training assignments within existing budget ceilings, and USAID/M/HR has indicated that no funds will be available from them to help Missions defray the costs of these assignments. The Mission expects that both IDIs would encumber full-time positions here after their training assignment.

### Trust Funds

The Mission received an approved OE Trust Fund (TF) level of \$244,300 from the Africa Bureau (see above). This amount was deducted from our FY 1999 R4 OE Dollar submission. As a result of having only \$110,000 available, the Mission has a deficit of \$134,300 in its FY 1998 OE budget. The Africa Bureau Controller has informed the Mission that an upward adjustment may be made in the third quarter of FY 1998. Regarding future TF; if the Mission receives funding from USAID/Washington for its health SPA program in FY 1999, there will be a possibility that a minimal amount of trust funds may be generated.

Details of the implications of these issues are provided below.

### **Detailed Budget Notes**

Our FY 1999 and FY 2000 requests will exceed our targets by \$394,300 and \$288,600, respectively. These requested levels are critically needed to maintain an efficient Mission and to allow effective staff moves. The increase in the request for FY 1999 is accounted for by the two IDI positions mentioned above. The IDIs will increase our OE budget by \$250,000. However, their cost in FY 2000 would be offset by the departing EXO and Deputy PHN Officer in FY2000. In addition, FY 1999 reflects ICASS costs of \$143,100 which are not included in our FY 1998 budget.

The FY 2000 request increase of \$288,000 reflects the additional ICASS costs and several new USDH staff arrivals. Since the Mission cannot determine the family size of the new USDHs, it

### ***USAID/Zambia FY 2000 Resources Request***

has assumed a family of four for each new arrival. As a result, this will increase the FY 2000 budget by \$135,600. The Mission has taken a conservative budget approach and has increased most budget line items by 4% when possible, and has reduced the number of procurement actions in the out-years.

The Mission expects FY 2001 and FY2002 OE budget levels to nominally exceed the FY 2000 target. The first reason is that ICASS costs are not included in the FY 2000 target. The second is the probability of an FSN salary adjustment around FY 2002. The third is that inflation is assumed to stabilize at around 20% per annum, and as a result our kwacha-denominated costs of doing business will increase throughout our strategy period. Also, the Mission is tapping into the professional and upper-middle management levels of the local market to improve the effectiveness of our operations, and the salary and benefit levels associated with such positions are commensurately higher. In order to stay competitive with other employers, the Mission must meet these salary and benefit requirements. As the composition of the OE-funded FSN work force begins to include a greater proportion of these positions, costs will increase accordingly. Eventually, although more professional FSN staff will increase the OE budget, the Mission hopes as a result of staffing up to require less support from long-term USPSCs and USAID/Washington TDYs, thereby at least partially offsetting those increases in costs .

### ***OC 11.1 Personnel Compensation***

FSN Direct Hire compensation will increase in FYs 1999 and 2000 due to salary adjustments (step increases), overtime provisions, and a likely wage increase of 20% due to inflation.

### ***OC 11.8 Special Personal Services Payments***

FSN Personal Service Contracts (PSCs) will increase in FYs 1999 and 2000 due to salary adjustments (step increases), overtime provisions, and a possible wage increase of 20%.

### ***OC 12.1 Personnel Benefits***

Education allowances for USDH will probably increase dramatically in FYs 1998 and 1999 because of USDH transfers and anticipated family sizes.

Cost-of-Living Adjustment (COLA) costs increase slightly in FY 1999 because of the expected arrival of two IDIs, and will decrease in FY 2000 when the IDIs replace the USDHs.

Foreign Service Transfer allowances will increase in FYs 1999 and 2000 due to USDH transfers.

### ***USAID/Zambia FY 2000 Resources Request***

***OC 13.0 Benefits for Former Personnel***

Severance payments for FN PSCs (see OC 11.8 explanation).

***OC 21.0 Travel and Transportation of Persons***

Training travel will increase slightly in FYs 1999 and 2000 to meet foreseen training needs for new professional staff.

Post assignment costs will increase slightly in FY 1999 and more significantly in FY 2000 because of one USDH transfer and three USDH transfers, respectively.

Home leave will decrease in FYs 1999 and 2000 because fewer USDHs will be eligible for it during this period.

Rest and Recuperation travel costs will increase significantly in FY 1999, then decrease in FY 2000, as a result of USDH transfers and newly arrived USDHs.

Evacuation travel will decrease in FYs 1999 and 2000, as we do not anticipate any maternity evacuations in those years.

***OC 21.0 Operational Travel***

Site Visits and USAID Headquarters personnel visits will increase slightly in FYs 1999 and 2000, as the Mission expects USDHs to be taking home leave and transferring.

Site Visits and Mission Personnel visit will remain constant in FYs 1999 and 2000.

Conference/Seminar/Meeting costs will remain constant over FYs 1999-2000.

Other operational travel will also remain constant during this same period.

***OC 22.0 Transportation of Effects***

Post assignment freight shipping costs will decrease in FY 1999 because of low level of USDH transfers, and will increase in FY 2000 because of three USDHs will then be eligible for transfer.

Home leave shipping costs will decrease in FYs 1999 and 2000 because fewer USDH will be then eligible for home leave.

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Freight for office furniture/equipment will decrease in FYs 1999 and 2000 because the Mission anticipates fewer of these procurement actions.

Freight for residential furniture/equipment will increase in FYs 1999 and 2000 because the Mission anticipates replacing old residential furniture/equipment.

### ***OC 23.2 Rental Payments to Others***

Residential rental payments to others will increase in FY 1999, especially if Washington approves the two IDIs, and decrease in FY 2000 because the IDIs' costs should be partially offset by two departing USDHs.

### ***OC 23.3 Communications, Utilities, and Miscellaneous Charges***

Office utilities will increase in FYs 1999 and 2000 as the Mission anticipates a 20% increase in local utility charges due to inflation.

Residential utilities (see office utilities)

Telephone costs will increase slightly - by around 4% - in FYs 1999 and 2000 as result of inflation.

### ***OC 25.2 Other Services***

Residential guard services will increase in FY 1999 because of two additional IDIs, and decrease in FY 2000 because of the departure of two USDHs.

Staff training contracts for team building and other operational training will be conducted at the Mission, rather than regionally.

### ***OC 25.4 Operation and Maintenance of Facilities***

Residential maintenance in FY 1999 will increase slightly due to turnover of personnel and make-ready costs incurred for residential units.

Painting the office buildings inside and replacement of some floor coverings has been deferred, but should be done in FY 1999.

## ***USAID/Zambia FY 2000 Resources Request***

***OC 25.7 Operation/Maintenance of Equipment and Storage of Goods***

Vehicle repair and maintenance costs in FYs 1999 and 2000 will increase slightly as the vehicle fleet ages and repair services and spares costs increase accordingly.

***OC 31.0 Equipment***

There is a requirement for additional Automated Data Processing (ADP) equipment to accommodate MACS in FY 1999 and bring our ADP equipment into Year 2000 compliance. It is equally important that we purchase additional UPS units for all of the ADP equipment. The frequent power surges and fluctuations in Lusaka can do immense damage to equipment, sometimes even to equipment with UPS protection. It is not feasible to install UPS units on all electronic equipment, but the units are essential for all of the computers and servers. As mentioned above, it is not possible at this time to accurately estimate the cost of bringing ADP equipment into Year 2000 compliance; therefore, no figures are provided in this report.

Purchase of replacement photocopiers will be necessary a year sooner than anticipated. The photocopiers have burnt out on several occasions due to the power fluctuations, and have had to be completely overhauled each time. They are now beginning to cost more to maintain than to they would to replace.

Purchase of residential furniture and equipment will increase in FYs 1999 and 2000 due to changes in USDH staff and the current replacement cycle for household furniture. This item has been deferred for several years to accommodate other budget priorities.

Purchase of vehicles in FY 1999 includes replacement of a 2 1/2 ton truck. This procurement was deferred last year, but must be made a priority procurement in FY 1999. The Mission only has one truck of this size and it is critical to GSO operations.

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## USAID FY 2000 BUDGET REQUEST BY PROGRAM/COUNTRY

11-Aug-98  
03:40 PMCountry/Program: ZAMBIA  
Scenario: Base Level

S.O. # , Title		FY 2000															Future Cost (POST 2000)	Year of Final Oblig.
Approp. Acct	Bilateral/Field Support	Est. SO Pipeline End of FY 99	Estimated Total	Basic Education	Agric.	Other Growth	Pop	Child Survival	Infectious Diseases	HIV/AIDS	Other Health	Environ	D/G	Est. Expend. FY 00	Est. Total Cost life of SO			
SO01 -- Increased Sustainable Rural Incomes																		
	Bilateral Field Spt		6,750 0													18,620	03	
	Total	6,111	6,750	0	2,000	3,600	0	0	0	0	0	1,150	0		38,820	18,620		
SO02 -- More Equitable Access to Quality Basic Education Especially for Girls																		
	Bilateral Field Spt		1,000 0													17,500	04	
	Total	500	1,000	1,000		0	0	0	0	0	0	0	0	700	20,000	17,500		
SO03 -- Increased Use of Intergrated Child and Reproductive Health and HIV/AIDS Interventions																		
	Bilateral Field Spt		10,000 2,000													30,550 0	02	
	Total	3,084	12,000	0		0	3,500	4,500	500	3,500	0	0	0	12,000	64,000	30,550		
SO04 -- Expanded Opportunity for Effective Participation in Democratic Governance																		
	Bilateral Field Spt		2,750 0									0				4,000	02	
	Total	1,908	2,750	0		0	0	0	0	0	0	0	2,750	3,800	12,400	4,000		
	Bilateral Field Spt		0 0									0				0	XX	
	Total	0	0	0		0	0	0	0	0	0	0	0			0		
	Bilateral Field Spt		0 0									0				0	XX	
	Total	0	0	0		0	0	0	0	0	0	0	0			0		
	Bilateral Field Spt		0 0									0						
	Total	0	0	0		0	0	0	0	0	0	0	0			0		
	Bilateral Field Spt		0 0 0									0						
	Total	0	0	0		0	0	0	0	0	0	0	0			0		
Total Bilateral		0	20,500	0		0	0	0		0	0	0	0			70,670		
Total Field Support		0	2,000	0		0	0	0		0	0	0	0					
TOTAL PROGRAM		11,603	22,500	1,000		3,600	3,500	4,500		3,500	0	1,150	2,750					

<b>FY 2000 Request Sector Totals -- DA</b>		
Econ Growth	6,600	
[Of which Microenterpris]		
HCD		
PHN	12,000	
Environment	1,150	
[Of which Biodiversity]		
Democracy	2,750	
Humanitarian	0	

<b>FY 2000 Request Sector Totals -- ESF</b>	
Econ Growth	0
[Of which Microenterprise]	
HCD	0
PHN	0
Environment	0
[Of which Biodiversity]	
Democracy	0
Humanitarian	0

FY 2001 Target Program Level	0
FY 2002 Target Program Level	0
FY 2003 Target Program Level	0

## USAID FY 1999 Budget Request by Program/Country

11-Aug-98  
03:40 PMCountry/Program: ZAMBIA  
Scenario: Base Level

S.O. # , Title	Approp. Acct	Bilateral/Field Support	Est. SO Pipeline End of FY 98	Estimated Total	FY 1999										Est. Expend. FY 99	Est. Total Cost life of SO	Future Cost (POST 2000)	Year of Final Oblig.
					Basic Education	Agric.	Other Growth	Pop	Child Survival	Infectious Diseases	HIV/AIDS	Other Health	Environ	D/G				
SO01 -- Increased Sustainable Rural Incomes																		
		Bilateral Field Spt		6,900 0												18,620	03	
		Total	7,771	6,900	0	2,000	2,900	0	0	0	0	2,000	0		38,820	18,620		
SO02 -- More Equitable Access to Quality Basic Education Especially for Girls																		
		Bilateral Field Spt		1,000 0												17,500	04	
		Total	250	1,000	1,000		0	0	0	0	0	0	0	750	20,000	17,500		
SO03 -- Increased Use of Intergrated Child and Reproductive Health and HIV/AIDS Interventions																		
		Bilateral Field Spt		8,150 2,500												30,550 0	02	
		Total	4,134	10,650	0		0	3,000	4,200	200	3,250	0	0	0	11,700	64,000	30,550	
SO04 -- Expanded Opportunity for Effective Participation in Democratic Governance																		
		Bilateral Field Spt		1,700 0									0			4,000	02	
		Total	2,808	1,700	0		0	0	0		0	0	0	1,700	2,600	12,400	4,000	
		Bilateral Field Spt		0 0 0												0	XX	
		Total	0	0	0		0	0	0	0	0	0	0			0		
		Bilateral Field Spt		0 0 0												0	XX	
		Total	0	0	0		0	0	0	0	0	0	0			0		
		Bilateral Field Spt		0 0 0												0		
		Total	0	0	0		0	0	0	0	0	0	0					
		Bilateral Field Spt		0 0 0												0		
		Total	0	0	0		0	0	0	0	0	0	0					
Total Bilateral			0	17,750	0		0	0	0	0	0	0	0			70,670		
Total Field Support			0	2,500	0		0	0	0	0	0	0						
TOTAL PROGRAM			14,963	20,250	1,000		2,900	3,000	4,200		3,250	0	2,000	1,700				

<b>FY 1999 Request Sector Totals -- DA</b>	
Econ Growth	5,900
[Of which Microenterpris	[]
HCD	0
PHN	10,650
Environment	2,000
[Of which Biodiversity]	[]
Democracy	1,700
Humanitarian	0

<b>FY 1999 Request Sector Totals -- ESF</b>	
Econ Growth	0
[Of which Microenterprise	[]
HCD	0
PHN	0
Environment	0
[Of which Biodiversity]	[]
Democracy	0
Humanitarian	0

FY 2001 Target Program Level	0
FY 2002 Target Program Level	0
FY 2003 Target Program Level	0



Program Funding

USAID FY 1998 Budget Request by Program/Country

11-Aug-98  
03:40 PM

Country/Program: ZAMBIA  
Scenario: Base Level

S.O. # , Title	FY 1998																	Future Cost (POST 2000)	Year of Final Oblig.	
	Approp. Acct	Bilateral/Field Support	Est. SO Pipeline End of FY 97	Estimated Total	Basic Education	Agric.	Other Growth	Pop	Child Survival	Infectious Diseases	HIV/AIDS	Other Health	Environ	D/G	Est. Expend. FY 98	Est. Total Cost life of SO				
SO01 -- Increased Sustainable Rural Incomes																				
		Bilateral		6,050													18,620	03		
		Field Spt		500																
		Total	11,083	6,550	0	2,075	3,175	0	0	0	0	1,300	0		38,820	18,620				
SO02 -- More Equitable Access to Quality Basic Education Especially for Girls																				
		Bilateral		500													17,500	04		
		Field Spt		0																
		Total	0	500	500		0	0	0	0	0	0	0	250	20,000	17,500				
SO03 -- Increased Use of Intergrated Child and Reproductive Health and HIV/AIDS Interventions																				
		Bilateral		7,900													30,550	02		
		Field Spt		2,900													0			
		Total	10,551	10,800	0		0	3,500	3,600	700	2,700	300	0	0	17,217	64,000	30,550			
SO04 -- Expanded Opportunity for Effective Participation in Democratic Governance																				
		Bilateral		961									0				0	02		
		Field Spt		0									0							
		Total	3,047	961	0		261	0	0		0	0	0	700	1,200	12,400	4,000			
		Bilateral		0									0				0	XX		
		Field Spt		0									0				0			
		Total	0	0	0		0	0	0		0	0	0	0			0			
		Bilateral		0									0				0	XX		
		Field Spt		0									0				0			
		Total	0	0	0		0	0	0		0	0	0	0			0			
		Bilateral		0									0				0			
		Field Spt		0									0							
		Total	0	0	0		0	0	0		0	0	0	0						
		Bilateral		0									0				0			
		Field Spt		0									0							
		Total	0	0	0		0	0	0		0	0	0	0						
Total Bilateral			0	15,411	0		0	0	0		0	0	0	0						
Total Field Support			0	3,400	0		0	0	0		0	0	0	0						
TOTAL PROGRAM			24,681	18,811	500		3,436	3,500	3,600		2,700	300	1,300	700			70,670			

<b>FY 1998 Request Sector Totals -- DA</b>		
Econ Growth	6,011	
[Of which Microenterpris		
HCD	0	
PHN	10,800	
Environment	1,300	
[Of which Biodiversity]		
Democracy	700	
Humanitarian	0	

<b>FY 1998 Request Sector Totals -- ESF</b>		
Econ Growth	0	
[Of which Microenterpris		
HCD	0	
PHN	0	
Environment	0	
[Of which Biodiversity]		
Democracy	0	
Humanitarian	0	

FY 2001 Target Program Level	0
FY 2002 Target Program Level	0
FY 2003 Target Program Level	0

## GLOBAL FIELD SUPPORT

Objective Name	Field Support: Activity Title & Number	Priority *	Duration	Estimated Funding (\$000)					
				FY 1998		FY 1999		FY 2000	
				Obligated by:		Obligated by:		Obligated by:	
				Operating Unit	Global Bureau	Operating Unit	Global Bureau	Operating Unit	Global Bureau
SO#1: Increased sustainable Rural Incomes	698-0463 HRDA	MEDIUM-HIGH	(1996 - 1998)	500	---		---		---
SO#3: Increased Use of Integrated Child and Reproductive Health and HIV/AIDS Interventions	936-3038 FPLM-JSI	MEDIUM-HIGH			150		100		50
SO#3	936-3048 SEATS	MEDIUM			50		0		0
SO#3	936-3052 PCS/III/IV/JHU	HIGH			450		400		100
SO#3	936-3054 POP FELLOWS/UMUCH	MEDIUM-HIGH			150		0		0
SO#3	936-3069 JHPIEGO-JHU	MEDIUM			50		100		100
SO#3	936-3082 LINKAGES	-			0		100		100
SO#3	936-3083.2 MEASURE 2-UNC	HIGH			150		200		100
SO#3	936-3090 IMPACT (FHI)	-			0		200		200
SO#3	936-5974 PHR-Abt	HIGH			300		300		200
SO#3	936-5974 PHR-Abt Assoc..	HIGH			300		0		0
SO#3	936-5974 RPM-MSH	HIGH			150		100		50
SO#3	936-5986 ARCH-HIID	MEDIUM-HIGH			100		100		100
SO#3	936-5992 ARCSS/QA-URC	MEDIUM-HIGH			150		150		100
SO#3	936-6004 HCSF-JHU	MEDIUM			250		250		500
SO#3	936-6006 BASICS-AED/JS/MSH	HIGH			450		0		0
SO#3	936-6006 BASICS II	HIGH			200		500		400
<b>GRAND TOTAL.....</b>				<b>500</b>	<b>2,900</b>		<b>2,500</b>		<b>2,000</b>

\* For Priorities use high, medium-high, medium, medium-low, low

Workforce

Org. USAID/ZAMBIA FY 1998 On-Board Estimate	SO/SpO Staff							Total SO/SpO Staff	Management Staff						Total Mgmt.	Grand Total Staff
	SO 1	SO 2	SO 3	SO 4	SpO 1	SpO 2	SpO 3		Org. Mgmt.	Con- troller	AMS/ EXO	Con- tract	Legal	All Other		
U.S. Direct Hire	1	0	2	0				3	3	1	1	0	0		5	8
Other U.S. Citizens: 1/ OE Internationally Recruited	0	0	0	0				0							0	0
OE Locally Recruited	0	0	0	0				0							0	0
Program	0	1	0	1				2							0	2
FSN/TCN Direct Hire: OE Internationally Recruited	0	0	0	0				0							0	0
OE Locally Recruited	0	0	0	0				0		1	2				3	3
FSN/TCN Non-Direct Hire: OE Internationally Recruited	0	0	0	0				0		1					1	1
OE Locally Recruited	1	0	0	0				1	3	9	39	0			51	52
Program	2	1	3	1				7	1		4				5	12
Total Staff Levels	4	2	5	2	0	0	0	13	7	12	46	0	0	0	65	78
TAACS								0							0	0
Fellows			1					1							0	1

1/ Excluding TAACS and Fellows

Workforce

FY 1999 Target On-Board Estimate	SO/SpO Staff							Total SO/SpO Staff	Management Staff						Total Mgmt.	Grand Total Staff
	SO 1	SO 2	SO 3	SO 4	SpO 1	SpO 2	SpO 3		Org. Mgmt.	Con- troller	AMS/ EXO	Con- tract	Legal	All Other		
U.S. Direct Hire	1	0	2	0				3	3	1	1	0	0		5	8
Other U.S. Citizens: 1/ OE Internationally Recruited	0	0	0	0				0							0	0
OE Locally Recruited Program	0	0	0	0				0							0	0
	0	1	0	1				2							0	2
FSN/TCN Direct Hire: OE Internationally Recruited	0	0	0	0				0							0	0
OE Locally Recruited	0	0	0	0				0		1	2				3	3
FSN/TCN Non-Direct Hire: OE Internationally Recruited	0	0	0	0				0		1					1	1
OE Locally Recruited	1	0	0	0				1	3	9	39	0			51	52
Program	2	1	3	1				7	1		4				5	12
Total Staff Levels	4	2	5	2	0	0	0	13	7	12	46	0	0	0	65	78
TAACS								0							0	0
Fellows			1					1							0	1

1/ Excluding TAACS and Fellows

Org. USAID/ZAMBIA FY 1999 Request On-Board Estimate	SO/SpO Staff							Total SO/SpO Staff	Management Staff						Total Mgmt.	Grand Total Staff
	SO 1	SO 2	SO 3	SO 4	SpO 1	SpO 2	SpO 3		Org. Mgmt.	Con- troller	AMS/ EXO	Con- tract	Legal	All Other		
U.S. Direct Hire	1	0	2	0				3	3	1	1	0	0		5	8
Other U.S. Citizens: 1/ OE Internationally Recruited	0	0	0	0				0							0	0
OE Locally Recruited Program	0	0	0	0				0							0	0
	0	1	0	1				2							0	2
FSN/TCN Direct Hire: OE Internationally Recruited	0	0	0	0				0							0	0
OE Locally Recruited	0	0	0	0				0		1	2				3	3
FSN/TCN Non-Direct Hire: OE Internationally Recruited	0	0	0	0				0		1					1	1
OE Locally Recruited	1	0	0	0				1	3	9	39	0			51	52
Program	5	1	3	1				10	1		4				5	15
Total Staff Levels	7	2	5	2	0	0	0	16	7	12	46	0	0	0	65	81
TAACS								0							0	0
Fellows			1					1							0	1

1/ Excluding TAACS and Fellows

Workforce

Org. USAID/ZAMBIA FY 2000 Target							Total SO/SpO Staff						Total	Grand Total Staff
	SO 1	SO 2	SO 4	SpO 1	SpO 3			Org.	AMS/ troller EXO	Con- Legal	Other			
U.S. Direct Hire	1	0	2	0			3	3	1	1	0	0	5	8
Other U.S. Citizens: 1/ OE Internationally Recruited	0	0	0	0			0						0	0
OE Locally Recruited Program	0	0	0	0			0						0	0
	0	1	0	1			2						0	2
FSN/TCN Direct Hire: OE Internationally Recruited	0	0	0	0			0						0	0
OE Locally Recruited	0	0	0	0			0		1	2			3	3
FSN/TCN Non-Direct Hire: OE Internationally Recruited	0	0	0	0			0		1				1	1
OE Locally Recruited	1	0	0	0			1	3	9	39	0		51	52
Program	2	1	3	1			7	1		4			5	12
Total Staff Levels	4	2	5	2	0	0	13	7	12	46	0	0	65	78
TAACS							0						0	0
Fellows			1				1						0	1

1/ Excluding TAACS and Fellows

Org. USAID/ZAMBIA FY 2000 Request On-Board Estimate	SO/SpO Staff							Total SO/SpO Staff	Management Staff					Total Mgmt.	Grand Total Staff
	SO 1	SO 2	SO 3	SO 4	SpO 1	SpO 2	SpO 3		Org. Mgmt.	Con- troller	AMS/ EXO	Con- tract	Legal Other		
U.S. Direct Hire	1	0	2	0				3	3	1	1	0	0	5	8
Other U.S. Citizens: 1/ OE Internationally Recruited	0	0	0	0				0						0	0
OE Locally Recruited Program	0	0	0	0				0						0	0
	0	1	0	1				2						0	2
FSN/TCN Direct Hire: OE Internationally Recruited	0	0	0	0				0						0	0
OE Locally Recruited	0	0	0	0				0		1	2			3	3
FSN/TCN Non-Direct Hire: OE Internationally Recruited	0	0	0	0				0		1				1	1
OE Locally Recruited	1	0	0	0				1	3	9	39	0		51	52
Program	5	1	3	1				10	1		4			5	15
Total Staff Levels	7	2	5	2	0	0	0	16	7	12	46	0	0	65	81
TAACS								0						0	0
Fellows			1					1						0	1

1/ Excluding TAACS and Fellows

Org. USAID/ZAMBIA FY 2001 On-Board Estimate	SO/SpO Staff							Total SO/SpO Staff	Management Staff						Total Mgmt.	Grand Total Staff
	SO 1	SO 2	SO 3	SO 4	SpO 1	SpO 2	SpO 3		Org. Mgmt.	Con- troller	AMS/ EXO	Con- tract	Legal	All Other		
U.S. Direct Hire	1	0	2	0				3	3	1	1	0	0		5	8
Other U.S. Citizens: 1/ OE Internationally Recruited	0	0	0	0				0							0	0
OE Locally Recruited Program	0	0	0	0				0							0	0
	0	1	0	1				2							0	2
FSN/TCN Direct Hire: OE Internationally Recruited	0	0	0	0				0							0	0
OE Locally Recruited	0	0	0	0				0		1	2				3	3
FSN/TCN Non-Direct Hire: OE Internationally Recruited	0	0	0	0				0		1					1	1
OE Locally Recruited	1	0	0	0				1	3	9	39	0			51	52
Program	5	1	3	1				10	1		4				5	15
Total Staff Levels	7	2	5	2	0	0	0	16	7	12	46	0	0	0	65	81
TAACS Fellows				1				0							0	0
								1							0	1

1/ Excluding TAACS and Fellows

Org. USAID/ZAMBIA Summary On-Board Estimate	SO/SpO Staff							Total SO/SpO Staff	Management Staff						Total Mgmt.	Grand Total Staff
	SO 1	SO 2	SO 3	SO 4	SpO 1	SpO 2	SpO 3		Org. Mgmt.	Con- troller	AMS/ EXO	Con- tract	Legal	All Other		
FY 1998: U.S. Direct Hire	1	0	2	0	0	0	0	3	3	1	1	0	0	0	5	8
OE Internationally Recru	0	0	0	0	0	0	0	0	0	1	0	0	0	0	1	1
OE Locally Recruited	1	0	0	0	0	0	0	1	3	10	41	0	0	0	54	55
Total OE Funded Staff	2	0	2	0	0	0	0	4	6	12	42	0	0	0	60	64
Program Funded	2	2	3	2	0	0	0	9	1	0	4	0	0	0	5	14
Total FY 1998	4	2	5	2	0	0	0	13	7	12	46	0	0	0	65	78

FY 1999 Target: U.S. Direct Hire	1	0	2	0	0	0	0	3	3	1	1	0	0	0	5	8
OE Internationally Recru	0	0	0	0	0	0	0	0	0	1	0	0	0	0	1	1
OE Locally Recruited	1	0	0	0	0	0	0	1	3	10	41	0	0	0	54	55
Total OE Funded Staff	2	0	2	0	0	0	0	4	6	12	42	0	0	0	60	64
Program Funded	2	2	3	2	0	0	0	9	1	0	4	0	0	0	5	14
Total FY 1999 Target	4	2	5	2	0	0	0	13	7	12	46	0	0	0	65	78

FY 1999 Request: U.S. Direct Hire	1	0	2	0	0	0	0	3	3	1	1	0	0	0	5	8
OE Internationally Recru	0	0	0	0	0	0	0	0	0	1	0	0	0	0	1	1
OE Locally Recruited	1	0	0	0	0	0	0	1	3	10	41	0	0	0	54	55
Total OE Funded Staff	2	0	2	0	0	0	0	4	6	12	42	0	0	0	60	64
Program Funded	5	2	3	2	0	0	0	12	1	0	4	0	0	0	5	17
Total FY 1999 Request	7	2	5	2	0	0	0	16	7	12	46	0	0	0	65	81

FY 2000 Target: U.S. Direct Hire	1	0	2	0	0	0	0	3	3	1	1	0	0	0	5	8
OE Internationally Recru	0	0	0	0	0	0	0	0	0	1	0	0	0	0	1	1
OE Locally Recruited	1	0	0	0	0	0	0	1	3	10	41	0	0	0	54	55
Total OE Funded Staff	2	0	2	0	0	0	0	4	6	12	42	0	0	0	60	64
Program Funded	2	2	3	2	0	0	0	9	1	0	4	0	0	0	5	14
Total FY 2000 Target	4	2	5	2	0	0	0	13	7	12	46	0	0	0	65	78

Workforce

FY 2000 Request:																
U.S. Direct Hire	1	0	2	0	0	0	0	3	3	1	1	0	0	0	5	8
OE Internationally Recruited	0	0	0	0	0	0	0	0	0	1	0	0	0	0	1	1
OE Locally Recruited	1	0	0	0	0	0	0	1	3	10	41	0	0	0	54	55
Total OE Funded Staff	2	0	2	0	0	0	0	4	6	12	42	0	0	0	60	64
Program Funded	5	2	3	2	0	0	0	12	1	0	4	0	0	0	5	17
Total FY 2000 Request	7	2	5	2	0	0	0	16	7	12	46	0	0	0	65	81

FY 2001 Estimate:																
U.S. Direct Hire	1	0	2	0	0	0	0	3	3	1	1	0	0	0	5	8
OE Internationally Recruited	0	0	0	0	0	0	0	0	0	1	0	0	0	0	1	1
OE Locally Recruited	1	0	0	0	0	0	0	1	3	10	41	0	0	0	54	55
Total OE Funded Staff	2	0	2	0	0	0	0	4	6	12	42	0	0	0	60	64
Program Funded	5	2	3	2	0	0	0	12	1	0	4	0	0	0	5	17
Total FY 2000 Target	7	2	5	2	0	0	0	16	7	12	46	0	0	0	65	81

MISSION :

ZAMBIA

USDH STAFFING REQUIREMENTS BY SKILL CODE

BACKSTOP (BS)	NO. OF USDH EMPLOYEES IN BACKSTOP FY 98	NO. OF USDH EMPLOYEES IN BACKSTOP FY 99	NO. OF USDH EMPLOYEES IN BACKSTOP FY 2000	NO. OF USDH EMPLOYEES IN BACKSTOP FY 2001
01SMG	1	1	1	1
02 Program Off.	1	1	1	1
03 EXO	1	1	1	1
04 Controller	1	1	1	1
05/06/07 Secretary				
10 Agriculture.	1	1	1	1
11 Economics				
12 GDO				
12 Democracy				
14 Rural Dev.				
15 Food for Peace				
21 Private Ent.				
25 Engineering				
40 Environ				
50 Health/Pop.	2	2	2	2
60 Education				
75 Physical Sci.				
85 Legal				
92 Commodity Mgt				
93 Contract Mgt				
94 PDO	1	1	1	1
95 IDI		2		
Other*				
TOTAL	8	10	8	8

\*please list occupations covered by other if there are any

# TRUST FUNDS & FSN SEPARATION FUND

Orgno.: Foreign National Voluntary Separation  
 Org. Title: FN21611.WK4

## Foreign National Voluntary Separation Account

Action	FY 98			FY 99			FY 00		
	OE	Program	Total	OE	Program	Total	OE	Program	Total
Deposits			0.0			0.0			0.0
Withdrawals			0.0			0.0			0.0

Unfunded Liability (if any)  
 at the end of each FY.

## Local Currency Trust Funds - Regular (\$000s)

	FY 98	FY 99	FY 00
Balance Start of Year	90.9	0.0	0.0
Obligations	90.9	0.0	0.0
Deposits	0.0	0.0	0.0
Balance End of Year	0.0	0.0	0.0

Exchange Rate(s) Used K1495 = \$1.00

## Trust Funds in Dollar Equivalents, not in Local Country Equivalents

## Local Currency Trust Funds - Real Property (\$000s)

	FY 98	FY 99	FY 00
Balance Start of Year	20.4	20.4	20.4
Obligations			
Deposits			
Balance End of Year	20.4	20.4	20.4

## Trust Funds in Dollar Equivalents, not in Local Country Equivalents



Cost of Controller Operations

<b>Org. Title:</b> <u>Controller Expense Budget Request</u>			<b>Overseas Mission Budgets</b>											
<b>Org. No:</b> <u>CO21611.WK4</u>			<b>FY 1998</b>			<b>FY 1999 Target</b>			<b>FY 1999 Request</b>			<b>FY 2000 Target</b>		
<b>OC</b>			<b>Dollars</b>	<b>TF</b>	<b>Total</b>	<b>Dollars</b>	<b>TF</b>	<b>Total</b>	<b>Dollars</b>	<b>TF</b>	<b>Total</b>	<b>Dollars</b>	<b>TF</b>	<b>Total</b>
<b>Org. Title:</b> <u>Controller Expense Budget Request</u>			<b>Overseas Mission Budgets</b>											
<b>Org. No:</b> <u>CO21611.WK4</u>			<b>FY 1998</b>			<b>FY 1999 Target</b>			<b>FY 1999 Request</b>			<b>FY 2000 Target</b>		
<b>OC</b>			<b>Dollars</b>	<b>TF</b>	<b>Total</b>	<b>Dollars</b>	<b>TF</b>	<b>Total</b>	<b>Dollars</b>	<b>TF</b>	<b>Total</b>	<b>Dollars</b>	<b>TF</b>	<b>Total</b>

Cost of Controller Operations

Org. Title: <u>Controller Expense Budget Request</u>		Overseas Mission Budgets														
Org. No: <u>CO21611.WK4</u>		FY 1998			FY 1999 Target			FY 1999 Request			FY 2000 Target			FY 2000 Request		
OC		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
11.1	Personnel compensation, full-time permanent	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.1	Base Pay & pymt. for annual leave balances - FNDH	9.4		9.4	9.4		9.4	11.8		11.8	9.4		9.4	12.7		12.7
	Subtotal OC 11.1	9.4	0	9.4	9.4	0	9.4	11.8	0	11.8	9.4	0	9.4	12.7	0	12.7
11.3	Personnel comp. - other than full-time permanent	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.3	Base Pay & pymt. for annual leave balances - FNDH			0			0			0			0			0
	Subtotal OC 11.3	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
11.5	Other personnel compensation	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.5	USDH			0			0			0			0			0
11.5	FNDH			0			0			0			0			0
	Subtotal OC 11.5	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
11.8	Special personal services payments	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.8	USPSC Salaries			0			0			0			0			0
11.8	FN PSC Salaries	228.5		228.5	228.5		228.5	281.6		281.6	228.5		228.5	300		300
11.8	IPA/Details-In/PASAs/RSSAs Salaries			0			0			0			0			0
	Subtotal OC 11.8	228.5	0	228.5	228.5	0	228.5	281.6	0	281.6	228.5	0	228.5	300	0	300
12.1	Personnel benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	USDH benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	Educational Allowances	10		10	10		10	10		10	10		10	10		10
12.1	Cost of Living Allowances	4.1		4.1	4.1		4.1	4.1		4.1	4.1		4.1	4.1		4.1
12.1	Home Service Transfer Allowances	0.0		0	0		0	0		0	0		0	0		0
12.1	Quarters Allowances			0			0			0			0			0
12.1	Other Misc. USDH Benefits			0			0			0			0			0
12.1	FNDH Benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	Payments to the FSN Separation Fund - FNDH	0.5		0.5	0.5		0.5	0.5		0.5	0.5		0.5	0.5		0.5
12.1	Other FNDH Benefits			0			0			0			0			0
12.1	US PSC Benefits			0			0			0			0			0
12.1	FN PSC Benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	Payments to the FSN Separation Fund - FN PSC	4.2		4.2	4.2		4.2	4.2		4.2	4.2		4.2	4.2		4.2
12.1	Other FN PSC Benefits			0			0			0			0			0
12.1	IPA/Detail-In/PASA/RSSA Benefits			0			0			0			0			0
	Subtotal OC 12.1	18.8	0	18.8	18.8	0	18.8	18.8	0	18.8	18.8	0	18.8	18.8	0	18.8
13	Benefits for former personnel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13	FNDH	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13	Severance Payments for FNDH	0.2		0.2	0.2		0.2	0.4		0.4	0.2		0.2	0.4		0.4
13	Other Benefits for Former Personnel - FNDH			0			0			0			0			0
13	FN PSCs	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13	Severance Payments for FN PSCs	5.6		5.6	5.6		5.6	8.3		8.3	5.6		5.6	8.8		8.8
13	Other Benefits for Former Personnel - FN PSCs			0			0			0			0			0
	Subtotal OC 13.0	5.8	0	5.8	5.8	0	5.8	8.7	0	8.7	5.8	0	5.8	9.2	0	9.2
21	Travel and transportation of persons	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		

Cost of Controller Operations

Org. Title: Controller Expense Budget Request Org. No: CO21611.WK4 OC		Overseas Mission Budgets														
		FY 1998			FY 1999 Target			FY 1999 Request			FY 2000 Target			FY 2000 Request		
		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
21	Training Travel			0			0			0			0			0
21	Mandatory/Statutory Travel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21	Post Assignment Travel - to field			0			0			0			0			0
21	Assignment to Washington Travel			0			0			0			0			0
21	Home Leave Travel	13.3		13.3	13.3		13.3	0		0	13.3		13.3	0		0
21	R & R Travel	10.5		10.5	10.5		10.5	0		0	10.5		10.5	0		0
21	Education Travel			0			0			0			0			0
21	Evacuation Travel	5		5	5		5	3.4		3.4	5		5	3.4		3.4
21	Retirement Travel			0			0			0			0			0
21	Pre-Employment Invitational Travel			0			0			0			0			0
21	Other Mandatory/Statutory Travel			0			0			0			0			0
21	Operational Travel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21	Site Visits - Headquarters Personnel	11		11	11		11	11		11	11		11	11		11
21	Site Visits - Mission Personnel	8.7		8.7	8.7		8.7	8.3		8.3	8.7		8.7	8.3		8.3
21	Conferences/Seminars/Meetings/Retreats	4.8		4.8	4.8		4.8	4.8		4.8	4.8		4.8	4.8		4.8
21	Assessment Travel			0			0			0			0			0
21	Impact Evaluation Travel			0			0			0			0			0
21	Disaster Travel (to respond to specific disasters)			0			0			0			0			0
21	Recruitment Travel			0			0			0			0			0
21	Other Operational Travel	6.3		6.3	6.3		6.3	6.9		6.9	6.3		6.3	6.9		6.9
	Subtotal OC 21.0	59.6	0	59.6	59.6	0	59.6	34.4	0	34.4	59.6	0	59.6	34.4	0	34.4
22	Transportation of things	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
22	Post assignment freight			0			0			0			0			0
22	Home Leave Freight			0			0			0			0			0
22	Retirement Freight			0			0			0			0			0
22	Transportation/Freight for Office Furniture/Equip.			0			0			0			0			0
22	Transportation/Freight for Res. Furniture/Equip.			0			0			0			0			0
	Subtotal OC 22.0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
23.2	Rental payments to others	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
23.2	Rental Payments to Others - Office Space			0			0			0			0			0
23.2	Rental Payments to Others - Warehouse Space			0			0			0			0			0
23.2	Rental Payments to Others - Residences	27.5		27.5	27.5		27.5	28.9		28.9	27.5		27.5	27.5		27.5
	Subtotal OC 23.2	27.5	0	27.5	27.5	0	27.5	28.9	0	28.9	27.5	0	27.5	27.5	0	27.5
23.3	Communications, utilities, and miscellaneous charges	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
23.3	Office Utilities	1.5		1.5	1.5		1.5	1.4		1.4	1.5		1.5	1.5		1.5
23.3	Residential Utilities	1.2		1.2	1.2		1.2	1.3		1.3	1.2		1.2	1.4		1.4
23.3	Telephone Costs	10.8		10.8	10.8		10.8	11.2		11.2	10.8		10.8	11.7		11.7
23.3	ADP Software Leases			0			0			0			0			0
23.3	ADP Hardware Lease			0			0			0			0			0
23.3	Commercial Time Sharing			0			0			0			0			0
23.3	Postal Fees (Other than APO Mail)	0.5		0.5	0.5		0.5	0.6		0.6	0.5		0.5	0.6		0.6
23.3	Other Mail Service Costs			0			0			0			0			0
23.3	Courier Services	1.5		1.5	1.5		1.5	1.6		1.6	1.5		1.5	1.6		1.6
	Subtotal OC 23.3	15.5	0	15.5	15.5	0	15.5	16.1	0	16.1	15.5	0	15.5	16.8	0	16.8

Cost of Controller Operations

Org. Title: Controller Expense Budget Request Org. No: C021611.WK4 OC		Overseas Mission Budgets														
		FY 1998			FY 1999 Target			FY 1999 Request			FY 2000 Target			FY 2000 Request		
		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
24	Printing and Reproduction			0			0			0			0			0
	Subtotal OC 24.0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
25.1	Advisory and assistance services	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.1	Studies, Analyses, & Evaluations			0			0			0			0			0
25.1	Management & Professional Support Services			0			0			0			0			0
25.1	Engineering & Technical Services			0			0			0			0			0
	Subtotal OC 25.1	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
25.2	Other services	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.2	Office Security Guards			0			0			0			0			0
25.2	Residential Security Guard Services	7.0		7.0	7.0		7	7.3		7.3	7.0		7	7.6		7.6
25.2	Official Residential Expenses			0			0			0			0			0
25.2	Representation Allowances			0			0			0			0			0
25.2	Non-Federal Audits			0			0			0			0			0
25.2	Grievances/Investigations			0			0			0			0			0
25.2	Insurance and Vehicle Registration Fees			0			0			0			0			0
25.2	Vehicle Rental			0			0			0			0			0
25.2	Manpower Contracts			0			0			0			0			0
25.2	Records Declassification & Other Records Services			0			0			0			0			0
25.2	Recruiting activities			0			0			0			0			0
25.2	Penalty Interest Payments			0			0			0			0			0
25.2	Other Miscellaneous Services	0.3		0.3	0.3		0.3			0	0.3		0.3			0
25.2	Staff training contracts			0			0			0			0			0
25.2	ADP related contracts			0			0			0			0			0
	Subtotal OC 25.2	7.3	0	7.3	7.3	0	7.3	7.3	0	7.3	7.3	0	7.3	7.6	0	7.6
25.3	Purchase of goods and services from Government accounts	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.3	ICASS			0			0			0			0			0
25.3	All Other Services from Other Gov't. accounts			0			0			0			0			0
	Subtotal OC 25.3	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
25.4	Operation and maintenance of facilities	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.4	Office building Maintenance	8		8	8		8	8		8	8		8	8		8
25.4	Residential Building Maintenance	5.8		5.8	5.8		5.8	6.1		6.1	5.8		5.8	6.1		6.1
	Subtotal OC 25.4	13.8	0	13.8	13.8	0	13.8	14.1	0	14.1	13.8	0	13.8	14.1	0	14.1
25.7	Operation/maintenance of equipment & storage of goods	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.7	ADP and telephone operation and maintenance costs			0			0			0			0			0
25.7	Storage Services			0			0			0			0			0
25.7	Office Furniture/Equip. Repair and Maintenance			0			0			0			0			0
25.7	Vehicle Repair and Maintenance			0			0			0			0			0
25.7	Residential Furniture/Equip. Repair and Maintenance			0			0			0			0			0
	Subtotal OC 25.7	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
25.8	Subsistence and support of persons (by contract or Gov't.)			0			0			0			0			0

Cost of Controller Operations

Org. Title: Controller Expense Budget Request Org. No: CO21611.WK4 OC		Overseas Mission Budgets														
		FY 1998			FY 1999 Target			FY 1999 Request			FY 2000 Target			FY 2000 Request		
		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
	Subtotal OC 25.8	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
26	Supplies and materials			0			0			0			0			0
	Subtotal OC 26.0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
31	Equipment	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
31	Purchase of Residential Furniture/Equip.			0			0			0			0			0
31	Purchase of Office Furniture/Equip.			0			0			0			0			0
31	Purchase of Vehicles			0			0			0			0			0
31	Purchase of Printing/Graphics Equipment			0			0			0			0			0
31	ADP Hardware purchases	50.0		50	50.0		50	0		0	50.0		50	0		0
	Subtotal OC 31.0	50.0	0	50	50	0	50	0	0	0	50	0	50	0	0	0
32	Lands and structures	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
32	Purchase of Land & Buildings (& construction of bldgs.)	0.0	95.3	95.3		95.3	95.3			0		95.3	95.3			0
32	Purchase of fixed equipment for buildings			0			0			0			0			0
32	Building Renovations/Alterations - Office			0			0			0			0			0
32	Building Renovations/Alterations - Residential			0			0			0			0			0
	Subtotal OC 32.0	0.0	95.3	95.3	0	95.3	95.3	0	0	0	0	95.3	95.3	0	0	0
42	Claims and indemnities			0			0			0			0			0
	Subtotal OC 42.0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL BUDGET		436.2	95.3	531.5	436.2	95.3	531.5	421.7	0	421.7	436.2	95.3	531.5	441.1	0	441.1
Dollars Used for Local Currency Purchases		_____			_____			_____			_____			_____		
Exchange Rate Used in Computations		_____			_____			_____			_____			_____		

Org. Title: Zambia		Overseas Mission Budgets														
Org. No: OC		FY 1998			FY 1999 Target			FY 1999 Request			FY 2000 Target			FY 2000 Request		
		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
Org. Title: Zambia		Overseas Mission Budgets														
Org. No: OC		FY 1998			FY 1999 Target			FY 1999 Request			FY 2000 Target			FY 2000 Request		
		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
11.1	Personnel compensation, full-time permanent	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.1	Base Pay & pymt. for annual leave balances - FNDH	63		63	63		63	82.4		82.4	63		63	85.1		85.1
	Subtotal OC 11.1	63	0	63	63	0	63	82.4	0	82.4	63	0	63	85.1	0	85.1
11.3	Personnel comp. - other than full-time permanent	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.3	Base Pay & pymt. for annual leave balances - FNDH			0			0			0			0			0
	Subtotal OC 11.3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
11.5	Other personnel compensation	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.5	USDH			0			0			0			0			0
11.5	FNDH			0			0			0			0			0
	Subtotal OC 11.5	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
11.8	Special personal services payments	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.8	USPSC Salaries			0			0			0			0			0
11.8	FN PSC Salaries	710.8		710.8	710.8		710.8	908.4		908.4	710.8		710.8	914.3		914.3
11.8	IPA/Details-In/PASAs/RSSAs Salaries			0			0			0			0			0
	Subtotal OC 11.8	710.8	0	710.8	710.8	0	710.8	908.4	0	908.4	710.8	0	710.8	914.3	0	914.3
12.1	Personnel benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	USDH benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	Educational Allowances	40		40	40		40	118.9		118.9	40		40	197.8		197.8
12.1	Cost of Living Allowances	33.5		33.5	33.5		33.5	41.7		41.7	33.5		33.5	33.5		33.5
12.1	Home Service Transfer Allowances	1.4		1.4	1.4		1.4	1.4		1.4	1.4		1.4	2.1		2.1
12.1	Quarters Allowances	0		0	0		0	0		0	0		0	0		0
12.1	Other Misc. USDH Benefits	16		16	16		16	19.8		19.8	16		16	19.8		19.8
12.1	FNDH Benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	Payments to the FSN Separation Fund - FNDH	0		0	0		0	0		0	0		0	0		0
12.1	Other FNDH Benefits	2.1		2.1	2.1		2.1	2.3		2.3	2.1		2.1	2.4		2.4
12.1	US PSC Benefits	0		0	0		0	0		0	0		0	0		0
12.1	FN PSC Benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	Payments to the FSN Separation Fund - FN PSC	0		0	0		0	0		0	0		0	0		0
12.1	Other FN PSC Benefits	23.3		23.3	23.3		23.3	23.3		23.3	23.3		23.3	22.8		22.8
12.1	IPA/Detail-In/PASA/RSSA Benefits	0		0	0		0	0		0	0		0	0		0
	Subtotal OC 12.1	116.3	0	116.3	116.3	0	116.3	207.4	0	207.4	116.3	0	116.3	278.4	0	278.4
13	Benefits for former personnel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13	FNDH	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13	Severance Payments for FNDH	6.3		6.3	6.3		6.3	8.3		8.3	6.3		6.3	9.5		9.5
13	Other Benefits for Former Personnel - FNDH	0		0	0		0	0		0	0		0	0		0
13	FN PSCs	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13	Severance Payments for FN PSCs	26		26	26		26	37.4		37.4	26		26	41.3		41.3
13	Other Benefits for Former Personnel - FN PSCs	0		0			0			0			0			0

Org. Title:		Overseas Mission Budgets														
Org. No:		FY 1998			FY 1999 Target			FY 1999 Request			FY 2000 Target			FY 2000 Request		
OC		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
	Subtotal OC 13.0	32.3	0	32.3	32.3	0	32.3	45.7	0	45.7	32.3	0	32.3	50.8	0	50.8
21	Travel and transportation of persons	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21	Training Travel	64		64	64		64	70.6		70.6	64		64	78		78
21	Mandatory/Statutory Travel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21	Post Assignment Travel - to field	17.3		17.3	17.3		17.3	23.1		23.1	17.3		17.3	34.7		34.7
21	Assignment to Washington Travel	0		0	0		0	0		0	0		0	6.8		6.8
21	Home Leave Travel	41.8		41.8	41.8		41.8	16.3		16.3	41.8		41.8	21.8		21.8
21	R & R Travel	15		15	15		15	52.5		52.5	15		15	18.4		18.4
21	Education Travel	0		0	0		0	0		0	0		0	0		0
21	Evacuation Travel	40.3		40.3	40.3		40.3	27.3		27.3	40.3		40.3	27.3		27.3
21	Retirement Travel	0		0	0		0	0		0	0		0	0		0
21	Pre-Employment Invitational Travel	0		0	0		0	0		0	0		0	0		0
21	Other Mandatory/Statutory Travel	0		0	0		0	0		0	0		0	0		0
21	Operational Travel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21	Site Visits - Headquarters Personnel	52.2		52.2	52.2		52.2	63		63	52.2		52.2	63		63
21	Site Visits - Mission Personnel	32.1		32.1	32.1		32.1	31.7		31.7	32.1		32.1	31.7		31.7
21	Conferences/Seminars/Meetings/Retreats	50.5		50.5	50.5		50.5	49.9		49.9	50.5		50.5	50.2		50.2
21	Assessment Travel	0		0	0		0	0		0	0		0	0		0
21	Impact Evaluation Travel	0		0	0		0	0		0	0		0	0		0
21	Disaster Travel (to respond to specific disasters)	0		0	0		0	0		0	0		0	0		0
21	Recruitment Travel	0		0	0		0	0		0	0		0	0		0
21	Other Operational Travel	14.7		14.7	14.7		14.7	15.3		15.3	14.7		14.7	15.3		15.3
	Subtotal OC 21.0	327.9	0	327.9	327.9	0	327.9	349.7	0	349.7	327.9	0	327.9	347.2	0	347.2
22	Transportation of things	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
22	Post assignment freight	75		75	75		75	50		50	75		75	100		100
22	Home Leave Freight	20.8		20.8	20.8		20.8	11.2		11.2	20.8		20.8	12.9		12.9
22	Retirement Freight	0		0	0		0	0		0	0		0	0		0
22	Transportation/Freight for Office Furniture/Equip.	20		20	20		20	15		15	20		20	0		0
22	Transportation/Freight for Res. Furniture/Equip.	0		0	0		0	20		20	0		0	20		20
	Subtotal OC 22.0	115.8	0	115.8	115.8	0	115.8	96.2	0	96.2	115.8	0	115.8	132.9	0	132.9
23.2	Rental payments to others	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
23.2	Rental Payments to Others - Office Space	0		0	0		0	0		0	0		0	0		0
23.2	Rental Payments to Others - Warehouse Space	34		34	34		34	35.4		35.4	34		34	36.8		36.8
23.2	Rental Payments to Others - Residences	136.3		136.3	136.3		136.3	183.5		183.5	136.5		136.5	133.5		133.5
	Subtotal OC 23.2	170.3	0	170.3	170.3	0	170.3	218.9	0	218.9	170.5	0	170.5	170.3	0	170.3
23.3	Communications, utilities, and miscellaneous charges	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
23.3	Office Utilities	16.8		16.8	16.8		16.8	15.6		15.6	16.8		16.8	16.8		16.8
23.3	Residential Utilities	19.8		19.8	19.8		19.8	21.1		21.1	19.8		19.8	23		23
23.3	Telephone Costs	60		60	60		60	62.4		62.4	60		60	64.9		64.9
23.3	ADP Software Leases	0		0	0		0	0		0	0		0	0		0
23.3	ADP Hardware Lease	0		0	0		0	0		0	0		0	0		0
23.3	Commercial Time Sharing	0		0	0		0	0		0	0		0	0		0
23.3	Postal Fees (Other than APO Mail)	3		3	3		3	3.1		3.1	3		3	3.2		3.2

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Org. No:		FY 1998			FY 1999 Target			FY 1999 Request			FY 2000 Target			FY 2000 Request		
OC		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
23.3	Other Mail Service Costs	0		0	0		0	0		0	0		0	0		0
23.3	Courier Services	8.4		8.4	8.4		8.4	8.7		8.7	8.4		8.4	9.2		9.2
	Subtotal OC 23.3	108	0	108	108	0	108	110.9	0	110.9	108	0	108	117.1	0	117.1
24	Printing and Reproduction			0			0			0			0			0
	Subtotal OC 24.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
25.1	Advisory and assistance services	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.1	Studies, Analyses, & Evaluations			0			0			0			0			0
25.1	Management & Professional Support Services			0			0			0			0			0
25.1	Engineering & Technical Services			0			0			0			0			0
	Subtotal OC 25.1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
25.2	Other services	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.2	Office Security Guards	30		30	30		30	31.2		31.2	30		30	32.4		32.4
25.2	Residential Security Guard Services	63		63	63		63	80.1		80.1	63		63	68.1		68.1
25.2	Official Residential Expenses	0		0	0		0	0		0	0		0	10		10
25.2	Representation Allowances	1		1	1		1	1		1	1		1	1		1
25.2	Non-Federal Audits	0		0	0		0	0		0	0		0	0		0
25.2	Grievances/Investigations	0		0	0		0	0		0	0		0	0		0
25.2	Insurance and Vehicle Registration Fees	3		3	3		3	3.1		3.1	3		3	3.2		3.2
25.2	Vehicle Rental	0		0	0		0	0		0	0		0	0		0
25.2	Manpower Contracts	5		5	5		5	5.2		5.2	5		5	5.4		5.4
25.2	Records Declassification & Other Records Services	0		0	0		0	0		0	0		0	0		0
25.2	Recruiting activities	0		0	0		0	0		0	0		0	0		0
25.2	Penalty Interest Payments	1		1	1		1	1		1	1		1	1		1
25.2	Other Miscellaneous Services	5.7		5.7	5.7		5.7	10		10	5.7		5.7	10.4		10.4
25.2	Staff training contracts	36		36	36		36	20		20	36		36	20		20
25.2	ADP related contracts	0		0	0		0	10.4		10.4	0		0	10.8		10.8
	Subtotal OC 25.2	144.7	0	144.7	144.7	0	144.7	162	0	162	144.7	0	144.7	162.3	0	162.3
25.3	Purchase of goods and services from Government accounts	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.3	ICASS	0		0	0		0	143.4		143.4	0		0	143.4		143.4
25.3	All Other Services from Other Gov't. accounts	0		0	0		0	0		0	0		0	0		0
	Subtotal OC 25.3	0	0	0	0	0	0	143.4	0	143.4	0	0	0	143.4	0	143.4
25.4	Operation and maintenance of facilities	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.4	Office building Maintenance	40		40	40		40	40		40	40		40	40		40
25.4	Residential Building Maintenance	52		52	52		52	67.2		67.2	52		52	57.3		57.3
	Subtotal OC 25.4	92	0	92	92	0	92	107.2	0	107.2	92	0	92	97.3	0	97.3
25.6	Medical Care	0		0	0		0	0		0	0		0	0		0
	Subtotal OC 25.6	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
25.7	Operation/maintenance of equipment & storage of goods	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		



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OC		FY 1998			FY 1999 Target			FY 1999 Request			FY 2000 Target			FY 2000 Request		
		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
25.7	ADP and telephone operation and maintenance costs	10		10	10		10	10.4		10.4	10		10	10.8		10.8
25.7	Storage Services	0		0	0		0	0		0	0		0	0		0
25.7	Office Furniture/Equip. Repair and Maintenance	10		10	10		10	10		10	10		10	10		10
25.7	Vehicle Repair and Maintenance	17.5		17.5	17.5		17.5	20		20	17.5		17.5	20		20
25.7	Residential Furniture/Equip. Repair and Maintenance	12		12	12		12	12		12	12		12	12		12
	Subtotal OC 25.7	49.5	0	49.5	49.5	0	49.5	52.4	0	52.4	49.5	0	49.5	52.8	0	52.8
25.8	Subsistence and support of persons (by contract or Gov't.)			0			0			0			0			0
	Subtotal OC 25.8	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
26	Supplies and materials	60.4	14.7	75.1	60.4	14.7	75.1	78.1	0	78.1	60.4	14.7	75.1	78.1	0	78.1
	Subtotal OC 26.0	60.4	14.7	75.1	60.4	14.7	75.1	78.1	0	78.1	60.4	14.7	75.1	78.1	0	78.1
31	Equipment	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
31	Purchase of Residential Furniture/Equip.	0		0	0		0	68.2		68.2	0		0	44		44
31	Purchase of Office Furniture/Equip.	66.5		66.5	66.5		66.5	53.4		53.4	66.5		66.5	0		0
31	Purchase of Vehicles	0		0	0		0	98		98	0		0	0		0
31	Purchase of Printing/Graphics Equipment	0		0	0		0	0		0	0		0	0		0
31	ADP Hardware purchases	254.3		254.3	254.3		254.3	33.7		33.7	254.3		254.3	26.7		26.7
31	ADP Software purchases	2.5		2.5	2.5		2.5	2.6		2.6	2.5		2.5	2.3		2.3
	Subtotal OC 31.0	323.3	0	323.3	323.3	0	323.3	255.9	0	255.9	323.3	0	323.3	73	0	73
32	Lands and structures	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
32	Purchase of Land & Buildings (& construction of bld	0	95.3	95.3	0	95.3	95.3	0		0	0	95.3	95.3	0		0
32	Purchase of fixed equipment for buildings	0		0	0		0	0		0	0		0	0		0
32	Building Renovations/Alterations - Office	0		0	0		0	0		0	0		0	0		0
32	Building Renovations/Alterations - Residential	0		0	0		0	0		0	0		0	0		0
	Subtotal OC 32.0	0	95.3	95.3	0	95.3	95.3	0	0	0	0	95.3	95.3	0	0	0
42	Claims and indemnities			0			0			0			0			0
	Subtotal OC 42.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL BUDGET		2314.3	110	2424.3	2314.3	110	2424.3	2818.6	0	2818.6	2314.5	110	2424.5	2703	0	2703
Dollars Used for Local Currency Purchases		46			46			50			46			55		
Exchange Rate Used in Computations		1400			1400			1450			1400			1475		
Workyears of Effort 1/																
FNDH		3		3	3		3	3		3	3		3	3		3
FN PSCs		55		55	55		55	55		55	55		55	55		55
IPAs/Details-In		0		0	0		0	0		0	0		0	0		0
Manpower Contracts		2		2	2		2	2		2	2		2	2		2
Total Workyears		60	0	60	60	0	60	60	0	60	60	0	60	60	0	60

1/ One workyear of effort is equal to 2080 hours worked.

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